

City of Redmond



Redmond
WASHINGTON

Agenda

Study Session

Tuesday, March 22, 2022

7:00 PM

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

City Council

Mayor

Angela Birney

Councilmembers

Jessica Forsythe, President

Vanessa Kritzer, Vice President

Jeralee Anderson

David Carson

Steve Fields

Varisha Khan

Melissa Stuart

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Site: <http://www.redmond.gov/CouncilMeetings>

FOR ASSISTANCE AT COUNCIL MEETINGS FOR THE HEARING OR VISUALLY IMPAIRED:

Please contact the City Clerk's office at (425) 556-2194 one week in advance of the meeting.

AGENDA

ROLL CALL

1. 2022 Legislative Session Debrief*Department: Executive, 30 minutes**Requested Action: Informational*[Attachment A: City of Redmond 2022 Legislative Agenda](#)[Attachment B: Presentation](#)**2.** Draft Human Services Strategic Plan*Department: Planning and Community Development, 30 minutes**Requested Action: Consent, April 5th*[Attachment A: Human Services Strategic Plan](#)[Attachment B: Presentation](#)[Attachment C: Needs Assessment Report](#)**3.** Revised Fiscal Policies*Department: Finance, 10 minutes**Requested Action: Consent, April 5th*[Attachment A: Noteworthy Edits to Fiscal Policies](#)[Attachment B: Revised Fiscal Policies-Redlined Version](#)**Legislative History**

3/8/22

City Council

referred to the City Council Study Session

4. Revised Long-Range Financial Strategy*Department: Finance, 30 minutes**Requested Action: Informational*[Attachment A: Noteworthy Edits to LRFS](#)[Attachment B: Revised Long Range Financial Strategy-Redlined Version](#)**5.** Council Talk Time*10 minutes*



Memorandum

Date: 3/22/2022
Meeting of: City Council Study Session

File No. SS 22-019
Type: Study Session

TO: Choose an item.

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Malisa Files	425.556.2166
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DEPARTMENT STAFF:

Executive	Nina Rivkin	Chief Policy Advisor
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TITLE:

2022 Legislative Session Debrief

OVERVIEW STATEMENT:

At the March 22, 2022, City Council Study Session, Briahna Murray and Marian Dacca, the City’s State Lobbyists will provide an overview of the 2022 Legislative Session. This overview will focus on how the City fared on its top priority 2022 legislative issues and support/oppose issues.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
2022 City of Redmond State Legislative Agenda
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
The 2022 Legislative Session was the second year of the biennial legislative session, which lasted from January 10, 2022 - March 10, 2022. Each year, after the conclusion of the legislative session, the City’s State Lobbyists provide an update to Council, primarily focusing on the City’s top legislative priorities, which were:
 - 148th Bicycle and Pedestrian Bridge over SR 520 (\$27 million funding request)
 - Affordable Housing and Preventing Homelessness
 - Environmental Sustainability
 - Social and Criminal Justice Reform

- Fiscal Sustainability
- Local Control

OUTCOMES:

The City Council is updated on how the City fared on its top priority and support/oppose legislative issues. The 148th Bicycle and Pedestrian Bridge over SR 520 was included in the 2022 transportation package “*Move Ahead Washington*”, with \$8 million of funding for preliminary engineering and right-of-way work; the City will seek grant and other funding for the construction phase of the project. In addition, the City successfully advanced policy positions on the City’s top priority legislative issues and support/oppose issues.

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:
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

Budget/Funding Constraints:
N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
11/16/2021	Business Meeting	Approve
1/18/2022 - 3/14/2022	Weekly written legislative session reports provided to Council during the legislative session	Receive Information

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
9/13/2022	Study Session	Provide Direction

Time Constraints:

The 2022 legislative session debrief will inform Council discussion that will begin in September 2022 on a draft 2023 Legislative Agenda.

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

- Attachment A: City of Redmond 2022 State Legislative Agenda
- Attachment B: 2022 Legislative Session Debrief Presentation



CITY OF REDMOND
2022 STATE LEGISLATIVE AGENDA
Top Priority Issues

148th Bicycle and Pedestrian Overpass Funding: The City encourages the Legislature to adopt a transportation revenue package to invest in projects throughout the state. Within the package, Redmond requests \$27 million to construct a bicycle and pedestrian overpass on 148th Avenue NE across SR 520 to improve pedestrian and bicycle safety. This project supports significant growth and investments in the region - including the Overlake Light Rail Station, the Microsoft Refresh project, and significant housing development including affordable units.

Affordable Housing and Preventing Homelessness: Redmond developed a Housing Action Plan to identify actions needed to improve housing affordability. The City supports funding and local option tools to diversify the housing supply, including targeted investments at the lowest income level, as well as funding the Housing Trust Fund (HTF) and the Housing Essential Needs (HEN) program. In response to challenges stemming from the COVID-19 pandemic, Redmond supports policies, programs, and rental, mortgage, and utility assistance to ensure residents remain housed as the eviction moratoria ends.

Environmental Sustainability: Redmond has declared a climate emergency and is supportive of policies to reduce greenhouse gas emissions and advance environmental health, including decarbonizing the economy, green building codes, energy efficiency requirements, renewable energy, electric vehicle infrastructure, climate resiliency and planning, wildfire risk reduction and protection, reducing the waste stream, and habitat restoration. The City will advocate to ensure these proposals are consistent with the City's environmental sustainability plan and best serve the needs of the Redmond community.

Social and Criminal Justice Reform: Implicit bias and racism exist throughout our institutions. Redmond will support systemic reforms that are timely, reasonable, and effective. Specifically, the City supports statewide reforms to policing and corrections to provide greater safety for communities that historically have been harmed by existing systems while maintaining public safety, including efforts that build upon the policies passed during the 2021 Legislative Session. Additionally, the City supports funding for co-responder programs and crisis intervention.

Fiscal Sustainability: Redmond encourages the state to identify reforms to the tax system that provide a progressive, equitable, stable, and reliable revenue source to meet the needs of state and local government. The City asks that the Legislature protect and enhance state-shared revenues and authorize flexibility with existing revenues.

Local Control: Redmond urges the Legislature to honor local decision-making authority. The City serves as the government closest to the people and is most responsive to the community in meeting its needs.

Support/Oppose Issues

General Government

- Public Records Act (PRA): Redmond is committed to public records openness and transparency. Redmond joins the Association of Washington Cities (AWC) and others in monitoring studies and implementation of recent PRA updates.
- OPMA Proposal: Redmond supports amendments to the Open Public Meetings Act that enhance public engagement, such as providing cities with greater flexibility to hold virtual meetings during emergencies.
- Conservation District Elections: Redmond supports proposals reforming conservation district elections to address the timing of elections and supervisor terms.
- Chinese American History Month: Redmond supports legislation declaring January as Chinese American History Month.

Human Services

- Human Services Programs and Funding: Redmond supports ongoing and increased funding for programs to protect our most vulnerable populations, including those with mental health challenges.
- Childcare: Redmond supports funding and programs to increase opportunities for affordable childcare.

Environment

- Culvert, Fish and Habitat Funding: Redmond encourages the State to invest in State and local culvert, floodplain, and fish habitat projects to open habitat for salmon and other wildlife on a watershed basis.
- Stormwater Funding: Redmond encourages the State to invest in stormwater projects to help jurisdictions meet National Pollutant Discharge Elimination System (NPDES) permit obligations.

Planning and Economic Recovery

- Growth Management Act (GMA): Redmond supports adding climate change and green building technologies as GMA planning goals, will monitor additional reform proposals, and requests adequate time and funding to implement land use changes directed by the state to ensure adequate public engagement.
- Small Business Support: Redmond supports proposals that assist small businesses in their recovery from the COVID-19 pandemic.

Infrastructure

- Infrastructure Grant Programs: Redmond supports enhanced funding for the Public Works Assistance Account, WSDOT Bike-Ped Grant Program, and Safe Routes to Schools.
- Preservation & Maintenance of Local Roads: Redmond requests direct funding to cities to meet local transportation maintenance needs such as pavement preservation and ADA improvements.
- Park & Recreation Funding: Redmond supports funding programs administered through the Recreation and Conservation Office.

Public Safety

- Basic Law Enforcement Academy Funding: Redmond requests fully funding the Basic Law Enforcement Academy Funding.

Redmond Supports the Association of Washington Cities and Sound Cities Association

November 16, 2021

CITY OF REDMOND 2022 STATE LEGISLATIVE AGENDA

Guiding Principles:

The City has adopted the following principles to guide the City's Legislative Agenda:

- **Protect home rule and local authority:** The Legislature should refrain from pre-empting the authority of local cities and communities which are closest to the citizens they serve.
- **Refrain from imposing unfunded or “under-funded” mandates:** It is important that the Legislature refrain from imposing new unfunded or “under-funded” mandates upon local jurisdictions unless there is adequate funding provided to implement them.
- **The State should not erode local revenues and local taxing authority:** As “creatures of the State,” cities in Washington have only the taxing and revenue authority directly provided to them by the State Legislature. It is vital that lawmakers refrain from making decisions that erode or eliminate those revenues and the local taxing authority that is given to cities.
- **The State should preserve Operating, Capital, and Transportation budget funding that flows to cities:** Redmond urges the Legislature to refrain from cutting or eliminating operational and infrastructure funding for Redmond and other cities, including the Connecting Washington projects and timelines as previously scoped.
- **The Legislature should reward jurisdictions that step up to implement the policy goals developed by the State, as it exercises its decision-making, particularly in grant and loan programs:** Redmond is an example of a city doing the right things to implement the Growth Management Act (GMA), accommodate density, ensure the urban centers of downtown and Overlake are conducive to “transit-oriented” and pedestrian-friendly development, embrace “green building”, climate-change and Vehicle Miles Traveled (VMT) strategies, etc. As it makes funding and policy decisions regarding grant and loan programs, the State should find ways to reward jurisdictions, such as Redmond, that carry out and embrace these policy objectives.

2022 Legislative Session Debrief

Nina Rivkin, Chief Policy Advisor
Briahna Murray, State Lobbyist
Marian Dacca, State Lobbyist

March 22, 2022



Purpose

- Overview of the city's legislative program
- Share outcomes of the 2022 legislative session
- Discussion



Overview of City's Legislative Program

Process and Program

- Mayor recommends and Council adopts state legislative agenda
- Agenda guides city lobbying and advocacy efforts
- State lobbyist leads strategy and interactions with the Legislature
- Weekly reports throughout session



Broad Overview of 2022 Legislative Session

- Short, 60-day session, conducted virtually
- Second year of the two-year biennium
- Democrats held the majority
- Adopted supplemental operating and capital budgets
- Adopted transportation package “Move Ahead Washington”
- 1,156 bills introduced in addition to bills introduced from 2021
- 309 bills passed the Legislature



City of Redmond Top Priority Issues

- 148th Bicycle and Pedestrian Bridge over SR 520
- Affordable Housing and Preventing Homelessness
- Environmental Sustainability
- Social and Criminal Justice Reform
- Fiscal Sustainability
- Local Control

Support/Oppose Issues



148th Bicycle and Pedestrian Bridge Over SR 520

- Adopted 2022 Transportation Package “Move Ahead Washington”, with limited new statewide investments
- \$27 million state transportation funding request
- \$8 million appropriated in the package - significant



Affordable Housing & Preventing Homelessness

- Unprecedented investments of over \$850 million, including:
 - \$114 million for the Housing Trust Fund
 - \$240 million for rapid housing acquisition
 - \$100 million for the new Apple Health and Homes program for supportive housing for those receiving state medical assistance under Washington's Medicaid Program
 - \$125 million for crisis stabilization facilities
 - \$155 million to strengthen behavioral health and outreach workforce
 - \$135 million to increase outreach services
 - \$45 million to transition individuals living in homeless encampments on state-owned rights of way to permanent housing



Affordable Housing & Preventing Homelessness

- Other Investments:
 - \$100 million for Utility Assistance
 - \$45 million for Eviction Prevention and Rental Assistance
 - \$27 million for Landlord Mitigation Program
 - \$8.4 million for youth supportive and independent youth housing
- Affordable Housing REET Exemption (HB 1643)



Environmental Sustainability

- Legislature continued its work to advance policies to support environmental sustainability:
 - Expanded performance standards to reduce greenhouse gases in buildings (SB 5722)
 - Organics recycling (HB 1799)
 - Over \$300 million in electric vehicle investments for grants and programs
 - Over \$100 million to increase solar deployment



Social and Criminal Justice Reform

- Legislature modified and built upon policies passed into law during 2021, including:
 - Community caretaking (HB 1735)
 - Defining use of force (HB 2037)
 - Allowing the use of “bean bag shotguns” (HB 1719)
 - Co-responder training programs (SB 5644)
- Increased funding for Basic Law Enforcement Academy (BLEA) classes
- Court Ordered/Assisted Outpatient Treatment (HB 1773)



Fiscal Sustainability

- State-shared revenues maintained, and slightly increased
- No new unfunded mandates

Local Control

- Dozens of bills introduced infringing on local control, none passed into law



Support/Oppose Issues

- Open Public Meeting Act (HB 1329)
- Growth Management Act (HB 1241)
- Public Works assistance account transfer
- Small business support



Next Steps

- Final Legislative Report, April 2022
- General Election, November 2022
 - Half of the Senate, entire House of Representatives up for election
 - Several Legislators not seeking re-election
 - Legislators seeking re-election will have new district boundaries due to redistricting
- 2023 Legislative Agenda Development
 - September & October - Council Study Sessions on Draft Agenda
 - November - Adopt 2023 Legislative Agenda

Many thanks to our 45th and 48th District Legislators for their support of the City of Redmond!



Thank you

Any Questions?



Redmond
WASHINGTON



Memorandum

Date: 3/22/2022
Meeting of: City Council Study Session

File No. SS 22-020
Type: Study Session

TO: Members of the City Council
FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107
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DEPARTMENT STAFF:

Planning and Community Development	Brooke Buckingham	Human Services Manager
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TITLE:

Draft Human Services Strategic Plan

OVERVIEW STATEMENT:

Consultants from Equitable Future will summarize needs assessment findings and draft recommendations for human services strategies and actions.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Human Services Element of the Comprehensive Plan, Human Services Strategic Plan
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
A contract was executed with Equitable Future LLC on July 1, 2021, for the development of a Human Services Strategic Plan. The Strategic Plan will be used to better understand community needs which will help the City prioritize its human services work and investments over the next five years. Further, the plan will help inform updates to the Human Services Element of the Comprehensive Plan.

OUTCOMES:

The project deliverables include:

- Community Engagement Plan (complete)
- Draft Existing Conditions and Needs Assessment (complete)
- First Draft Human Services Strategic Plan (complete)
- Refined Draft Human Services Strategic Plan (March 2022)
- Final Human Services Strategic Plan (April 2022)

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
Focused engagement occurred September through October 2021 to inform the Needs Assessment. Additional outreach to seek input on the draft plan occurred in February 2022.
- **Outreach Methods and Results:**
Primary methods of engagement included interviews, focus groups, and questionnaires including in-person surveying targeted to underrepresented groups in our community.
- **Feedback Summary:**
A summary of the feedback received is included in the Draft Human Services Strategic Plan report (Attachment A).

BUDGET IMPACT:

Total Cost:
\$39,952

Approved in current biennial budget: Yes No N/A

Budget Offer Number:
000248

Budget Priority:
Vibrant and Connected

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
9/7/2021	Committee of the Whole - Public Safety and Human Services	Receive Information
10/5/2021	Committee of the Whole - Public Safety and Human Services	Receive Information
12/7/2021	Business Meeting	Receive Information

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
4/5/2022	Business Meeting	Approve

Time Constraints:

Timely adoption of the plan will inform updates to the Human Services Element in alignment with the Redmond 2050 schedule and will assist the Human Services Commission in their considerations when they launch the 2023-2024 Human Services Fund application process in spring of 2022.

ANTICIPATED RESULT IF NOT APPROVED:

Staff is not seeking approval at this time. Continued progress toward completion of the Human Services Strategic Plan will ensure that its recommendations are considered by the Human Services Commission during the 2023-2024 Human Services Fund cycle and during the biennial budgeting for priorities deliberations.

ATTACHMENTS:

- Attachment A: Draft Human Services Strategic Plan
- Attachment B: March 2022 Strategic Plan Presentation
- Attachment C: Needs Assessment Report

Resilient Together

Redmond's Human Services Strategic Plan

FINAL DRAFT
March 22, 2022



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Executive Summary: Introduction

Redmond adopted its first Human Services Strategic Plan in 2009, affirming the role of and priorities for the City in addressing community needs. With its last plan update in 2016 and due to the unexpected challenges of the pandemic, it was time to reach back out to the community - to hear about changes, challenges, strengths, and opportunities. This plan will provide a roadmap for the next five years, offering sustainable solutions to address the challenges facing Redmond today and in the future.

Much has changed in the last few years. Redmond's population grew by 26 percent between 2015 and 2020. And since 2013, its racial and ethnic diversity has grown by 11 percent. Today, just a little less than half (45%) of Redmond residents identify as Black, Indigenous, or people of color (BIPOC), including a rapidly growing Latino/a/x community. In addition to a growing population and growing diversity, Redmond is seeing changes to its public transportation system and local economy. Most significantly, the community has been living through the COVID-19 pandemic. The COVID-19 pandemic and other crises that have occurred throughout the global pandemic have exacerbated many of the systemic inequities and challenges Redmond community members face. While the community has struggled, this Strategic Plan aims to be a beacon of hope.

This plan responds to key themes identified by the needs assessment and reflects the community's values and priorities, providing the foundation for actions that the City can implement to support an **inclusive** and **resilient** community.

Executive Summary: Community Engagement and Needs Assessment

To develop this Strategic Plan, the Human Services Division partnered with consulting firm Equitable Future LLC (the “consulting team”). Together, the consulting team and Human Services created a comprehensive community engagement plan to understand needs among partners, service providers, and Redmond community members (those who live, work, play, recreate, shop, go to school, and worship in Redmond).

Who We Engaged

14 Community Partners, including City of Redmond cross-departmental leaders, elected officials, community-based leaders, and representatives from faith organizations, the library, and the school district, participated in one-on-one and small group interviews.

Service Providers from **20** non-profit organizations who have applied for and/or received human services funding from the City were invited to participate in focus groups.

Community Members who represent those who live, work, play, recreate, shop, go to school, and worship in Redmond. The consulting team analyzed data from **460** community members who responded to our multi-lingual questionnaire.

Prioritizing Input from BIPOC, Latino/a/x, and Other Marginalized Community Members

We acknowledge that Black, Indigenous, Latino/a/x, and people of color communities, along with other marginalized communities, face historic and systemic inequities. Black, Indigenous, Latino/a/x, and people of color communities often feel the brunt of these inequities first and most prominently. Further immigrants, refugees, those with low or no incomes, the unhoused, those with intellectual or developmental disabilities, those with physical disabilities, seniors, and young people are also likely to face challenges and barriers. Using a tailored community engagement process, we sought to put a particular focus on these impacted communities. This included:

- Leveraging expertise from a consultant team member who is a native and fluent Spanish speaker.
- Providing translated surveys in Spanish and Chinese.
- Disseminating the survey at locations and events throughout the community (e.g. food bank hours, Senior Curbside Lunch Program, High School youth programs, and apartment buildings).

To learn more about the 460 community members who responded to our questionnaire please refer to the Needs Assessment.

The accompanying Needs Assessment Report outlines all the findings from our community engagement and data analysis efforts. Data referred to throughout the Strategic Plan comes from data collection efforts for the Needs Assessment Report. You can find a glossary of frequently used terms at the end of this Executive Summary (page 7). And finally, a summary of key findings from the Needs Assessment Report are outlined in the “What We Learned” starting on page 8.

Executive Summary: Strategic Plan Values

The values were developed based on what we heard from the community. They will guide the way we will take actions, operate, and make decisions.

Equity and Inclusion

Resiliency

Integrity

Relationship Centered

For full definitions of these values, please refer to page 20.

Executive Summary: Strategic Plan Priorities

The Human Services Division and the consulting team identified five Priority Areas that will guide actions that the City should take over the next five years. Key themes from the community engagement process and Needs Assessment were the basis for the following priority areas.

- 1. Support** community members in navigating daily life through multiple, ongoing crises so that our community can move forward together.
- 2. Foster** a community where all – particularly BIPOC, immigrant, and low income community members – have access to all that Redmond has to offer.
- 3. Serve** as a convener and connector so community members feel a sense of welcoming and belonging.
- 4. Build** a stable foundation of support that is responsive to current and future community needs.
- 5. Create** a culture where community members can easily access services without judgement, fear, or stigmatization.

These priority areas are detailed with action items the Division will pursue on pages 22 to 27.

Frequently Used Terms

The terms defined below are frequently used throughout the Strategic Plan.

BIPOC: Black, Indigenous, and people of color

Community Member: Those who live, work, play, recreate, shop, go to school, and worship in Redmond. Community members were the center of the process to develop this Strategic Plan.

Community Partner: A community partner may work closely with similar human service issues and/or community members seeking services. A community partner is a type of community member. Examples include representatives from the school district, library, the City's Fire and Police Departments, and faith-based organizations.

Service Provider: An individual whose job it is to deliver support to those community members who need it. Redmond Human Services supports non-profits in and around Redmond who support marginalized communities.

Marginalized Communities: Includes community members who face one or multiple forms of oppression. These are the communities that are most likely to need the types of resources Human Services supports through funding and therefore are the community members Redmond Human Services prioritizes in its work. Even more, Redmond Human Services aims to have open and trust-filled relationships with marginalized community members. These communities include Black, Indigenous, Latino/a/x, and other people of color communities, immigrants, refugees, those with low or no incomes, the unhoused, those with intellectual or developmental disabilities, those with physical disabilities, seniors, and young people. Redmond Human Services puts a particular focus on racial and ethnic minority communities who face the most significant forms of oppression.

What we learned





- Redmond community members are living through and experiencing the impacts of multiple, on-going crises.
- There are two Redmonds. One is visible and celebrated where community members live in abundance and have easier access to the resources they need, and the other is hidden and stigmatized where community members struggle to make ends meet and access the resources they need.
- Redmond community members feel isolated and are disconnected. They desire genuine connection with the rest of the community.
- Even before the COVID-19 pandemic, service providers faced significant barriers to meeting their clients' needs. Today, these barriers are more severe, and providers are struggling even more, all while facing higher demand.
- Too many Redmond community members face barriers to accessing the services they need.

Redmond community members are living through and experiencing the impacts of multiple, ongoing crises.

“Multiple, ongoing crises” refers to the layered impacts people are experiencing due to the persistent and ever-changing global COVID-19 pandemic, increased racial and ethnic tensions, and more frequently occurring climate change-related disasters. In addition to these events and their impacts, Redmond community members mention struggling with disinformation and increasing polarization across religious, political, and cultural lines. Simply put, these traumas are complex and unprecedented. While all community members are impacted, Black, Indigenous, other people of color, low income community members, and immigrants are facing significantly more challenges. Specifically:

- Community partners shared concerns for their peers, the service providers whom they see working tirelessly to respond to evolving and complex community needs.
- Service providers indicated a significantly higher demand for the services they offer.
- Between one-quarter and one-third of community members who responded to our questionnaire reported needing access to basic services like mental health counseling (31%), rent and utility assistance (25%), medical and dental care (25%), and food access (25%).
- Finally, community members expressed other challenges due to these multiple, ongoing crises. Isolation, depression, anxiety, and behavioral issues among youth were reported across demographic groups represented in the community questionnaire.

There are two Redmonds. One is visible and celebrated, where community members live in abundance and have easier access to the resources they need, and the other is hidden and stigmatized, where community members struggle to make ends meet and access the resources they need.

Redmond is a diverse community with high paying jobs - Redmond's area median income is about \$132,000 (\$30,000 higher than the rest of King County). It boasts a sought-after school district and many natural and recreational opportunities. Many are thriving.

While most perceive Redmond as affluent and full of opportunities, community partners and service providers echoed concern for the "hidden" parts of Redmond - including those who are very low income, can't make ends meet, and who face significant barriers to accessing the services they need.

Through targeted outreach to hear from those most likely in need or accessing services, we learned that BIPOC and low income individuals face the greatest challenges. For example, 49% of community members earning the lowest incomes shared they needed help with rent and utility payments, compared to only 6% of the highest earners. And, only 4% percent of White respondents shared they needed help accessing affordable childcare whereas 16% of BIPOC respondents (four times as many) reported this need. These trends persisted across needs, income, and race, showing two different Redmonds.

"It's not commonly accepted that there are problems in Redmond."

- Community Partner

Redmond community members feel isolated and are disconnected. They desire genuine connection with the rest of the community.

Throughout all engagement results, participants expressed similar experiences of isolation and disconnection as a result of the COVID-19 pandemic.

“Community is dealing with isolation - when they come to [our programming] it’s hard for people to keep distance or stay a short time. They stay for hours - starved for connection.”

- Faith-based community leader

- Community partners feel disconnected from service providers, other community leaders (like other organizations and City departments), and the community members they serve.
- Service providers feel disconnected from providers at other organizations, funders, donors and volunteers, and those they serve.
- Community members (across age, income level, and race) feel isolated from the broader community. They struggle to access the services they need, connect with community leaders, and more.

Even before the COVID-19 pandemic, service providers faced significant barriers to meeting their clients' needs. Today, these barriers are more severe. Providers are struggling even more, all while facing higher demand.

When asked to share what barriers service providers faced in trying to successfully do their jobs, we heard a wide range of issues, some new and some longstanding.

- **Staffing and wages.** Three out of four of service providers mentioned their organizations were struggling to hire part-time and full-time staff. In addition, their organizations are unable to pay wages high enough to be competitive with other jobs in and around Redmond, or for said staff to afford the cost of living in Redmond (meaning staff usually have to live outside of Redmond). One focus group participant made it clear when they said they were “overwhelmed with staffing issues”. Providers themselves are feeling burn out, fatigue, and a sense of hopelessness. These challenges are even more present as they are faced with more work.
- **Difficulties with the municipal funding process.** A common and long-standing issue service providers face is the nature of the municipal funding cycle. The application process, a two-year funding cycle that sometimes only provides smaller program-specific financial support with robust reporting requirements for grants, make this necessary source of funding a burden for service providers. While service providers greatly appreciated the availability of emergency funding through the COVID-19 pandemic, they noted it was not a long-term solution to the systemic issues they faced.
- **Service providers talked about systems-based reform and creative solutions.** Service providers were eager to share the ways in which Redmond Human Services can be a better partner in the grantmaking process. Some recommendations were systems-based reforms that may take time and resources. Others were smaller changes that still require effort but would allow service providers to collaborate, connect, and support each other.

Too many Redmond community members face barriers to accessing the services they need.

We asked community members whether they knew where and how to access the services they need. Only 23% said yes and about 45% responded saying no, they did not know where or how to access the services they need. Black, Indigenous, Latino/a/x, people of color, low income, and non-English speaking community members reported not knowing where to access services at higher rates than White and higher-income community members.

"Services exist but there are so many barriers to get to them."
- Service Provider Participant

Those who are most likely to face the impacts of systemic inequities - Black, Indigenous, people of color, low income people, immigrants, and non-English speakers - are among those in the questionnaire who do not know where to access services. They are also the same population who have the highest needs for services. About 36% of White respondents reported they did not know where to access the services they need. In comparison, about twice as many (61%) of BIPOC respondents reported not knowing how or where to access the services they need.

When asked why individuals could not access the services they needed, the highest responses were: not knowing where to go for help (66%), feeling too embarrassed to ask for help (32%), and not knowing if they were eligible for services (27%). A significant portion of respondents also shared they faced long wait-lists from organizations whose capacity could not meet the demand for services. Critically important, of Spanish-speakers who responded to our questionnaire, 41% could not access the services they needed because they feared it would impact their immigration status.



The Impact of the Pandemic

Individuals, families, service providers, and systems have all been negatively impacted by the pandemic.

Very Strong Negative Impact. 75% of community members who responded to our community questionnaire shared that the COVID-19 pandemic had negatively or very negatively impacted their life. Community members have experienced death of loved ones, isolation, depression, anxiety, loss of income, loss of jobs, and more.

Need for Basic Services and Well-Being Support. Respondents indicated that since the onset of COVID-19 the top four most needed services included mental health counseling, rent and utility assistance, medical or dental care, and food access.

Disproportionate Impacts on BIPOC Community. BIPOC and lower-income community members reported more negative economic and income-related impacts associated with the COVID-19 pandemic. More BIPOC community members lost their jobs, faced a reduction in hours, faced a decline in income, or had to find a new job in a different field than their white counterparts. BIPOC respondents reported needing to access three different types of services whereas white community members reported needing an average of one and half services.

Persistent Staffing Shortages. The primary concern service providers shared as a result of the COVID-19 pandemic was a shortage of staff available to help run their organizations. Most service providers report holding the responsibilities of multiple jobs just to keep services available to community members. Additionally, service providers shared they lacked the resources necessary to pay necessary staff high enough wages to have a high quality of life and afford living in Redmond.

Emergency Funding Helps as a Short-Term Solution. Service providers shared that emergency funding helped throughout the COVID-19 pandemic. But still, some organizations were forced to close their doors. While emergency funding is useful, service providers noted a high need for long-term, higher-dollar funding awards from municipal partners.

These impacts of the COVID-19 pandemic -- struggling community members, challenges in finding services, high demand for services, persistent staffing shortages, and the instability of emergency funding -- show a faltering social service system in desperate need of a strong foundation of support and commitment from the City of Redmond.

City of Redmond Human Services Division's Role

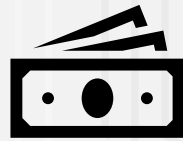


The City of Redmond Human Service Division's Role

Did you know?

The Human Services Commission is responsible for evaluating program applications and making funding recommendations to the City Council. The Commission is made up of seven volunteer Redmond community members and meets the second Monday of each month.

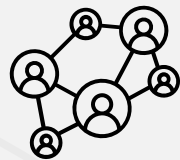
The City cannot meet the human services needs of the community on its own. Investing in human services and leveraging its resources, partnerships, and influence are just a few of the roles the City plays.



Funder: To ensure all its residents receive the services they need, the City funds local agencies for the provision of these services. In 2021-2022, the City funded over 70 programs, ranging from food, counseling, job training, and more.



Partner and Convener: The Human Services Division has a long history of convening and collaborating to identify and implement solutions to complex community challenges across the Eastside. The human services network is strengthened through the City's partnerships with service providers, faith communities, schools, nonprofit agencies, and other cities.



Connector: Leveraging its partnerships and knowledge of the breadth of resources, the City can connect community partners toward shared goals and solutions and connect community members with resources.



Homeless Outreach: The City supports unhoused and unstably housed community members with resources, coordinating with businesses, non-profits partners, Fire, Police, and more.

Strategic Plan Values



Strategic Plan Values

The values below will inform **how** Redmond Human Services will focus on its priorities, follow through on actions, and measure progress. These values reflect recommendations we gathered from the Redmond community.



EQUITY AND INCLUSION

Redmond's diversity is one of its most valuable assets. Redmond Human Services will work to support this diversity by prioritizing those most marginalized and creating a community that is welcoming and gives each community member a sense of belonging.



RESILIENCY

Community members, especially those most marginalized, know where and how to access direct services, service providers have a strong foundation of support on which to provide care for community members, and Community Partners serve as connectors and conveners.



INTEGRITY

Redmond Human Services is a team the community can count on practicing sound, fair, and equitable decision-making.



CENTERING RELATIONSHIPS

A Redmond in which community is engaged, consulted, and participates meaningfully in community driven processes.



Priorities and Actions

Priority Areas

Creating a roadmap for the next five years.



Key themes from the community engagement process of our needs assessment were the basis for the following priority areas to guide the City's work over the next five years.

- 1. Support** community members to navigate daily life through multiple, on-going crises so that our community can move forward together.
- 2. Foster** a community where all - particularly BIPOC, immigrant, and low income community members - have access to all that Redmond has to offer.
- 3. Serve** as a convener and connector so community members feel a sense of welcoming and belonging.
- 4. Build** a stable foundation of support that is responsive to current and future community needs.
- 5. Create** a culture where community members can easily access services without judgement, fear, or stigmatization.

1. **SUPPORT** community members to navigate life through multiple, on-going crises so that our community can move forward together.

- a. Ensure access to basic needs by continuing to maintain and/or increase funding for these services. Prioritize funding for organizations that provide the most needed services as outlined in the Needs Assessment: mental health services, rent and utility assistance, medical and dental care, and food access.
- b. Support the Homelessness Outreach Team with tools to connect community members to necessary resources.
- c. Plan and prepare for a robust human services response to future unexpected events and crises.
- d. Continue to leverage other resources and funds that support COVID-19 recovery.
- e. Prioritize funding and support for organizations that provide culturally-responsive services, particularly those that increase access to services that contribute to individual wellbeing.
- f. Facilitate learning opportunities and resources that build community resilience.

2. **FOSTER** a community where all - particularly BIPOC and marginalized community members - have access to all Redmond has to offer.

- a. Collaborate with the City of Redmond's Diversity, Equity, and Inclusion Manager and the Parks and Recreation Department to create opportunities for meaningful connection among community members.
- b. Enhance pathways for youth and adults to access local college, scholarship, training, apprenticeships and additional employment opportunities. Support programs that increase financial stability.
- c. Increase representation of BIPOC and other marginalized communities in decision making bodies like the Human Services Commission.
- d. Launch an awareness campaign to amplify the ongoing work of service providers, how to access services, and how to support community members. Spread awareness about the Human Services Commission, their members, and their work.
- e. Support community partners and non-profit organizations to create cultural spaces where our diverse community can gather and access services.

3. **SERVE** as a convener and connector so community members feel a sense of welcoming and belonging.

- a. Expand the scope of the Human Services Division to focus on increased community connection, community support, destigmatize access to services, and enhancing a sense of inclusion, welcoming, and belonging.
- b. Enhance Human Services public communication efforts to meet and exceed ADA and Title VI requirements, including multilingual information and visual infographic resources for clear navigation of available funding, resources, events, and services.
- c. Coordinate, facilitate, and participate in regular small-scale (i.e., neighborhood specific) community meetings and topic-based forums to increase engagement and connection among community members and service providers. Include and create opportunities to partner with local businesses and ensure inclusivity.
- d. Consider models that foster community well-being, belonging, and civic engagement such as the development of a Community Navigators program, civic leadership academy, encouraging volunteerism, or becoming a certified welcoming community.
- e. Support volunteerism in Redmond by connecting businesses, employees, community members to volunteer opportunities and amplifying non-profits who need support.
- f. Support the Homelessness Outreach Team to serve as a convener and connector for the unhoused community and those who support them.

4. **BUILD** a stable foundation of support that is responsive to current and future community needs.

- a. Evaluate and develop a sustainable funding plan that prioritizes the need for non-profit staffing, addresses one-time emerging needs, and/or addresses the effectiveness of the City's per capita formula.
- b. Consider and plan to hire new position(s) within the Human Services Division to address the additional responsibilities and roles outlined by the community in this strategic plan.
- c. Identify other funding sources (philanthropy, businesses, etc.) and build connections to increase service providers' access to these sources.
- d. Strengthen the capacity of non-profits who provide services relevant for BIPOC communities and people with intellectual and developmental disabilities by:
 - Conducting a study of the types of resources (including physical space) service providers need and develop a plan to support filling these needs.
 - Identifying solutions that support non-profit capacity building (e.g., funding, training, technical assistance, etc.).

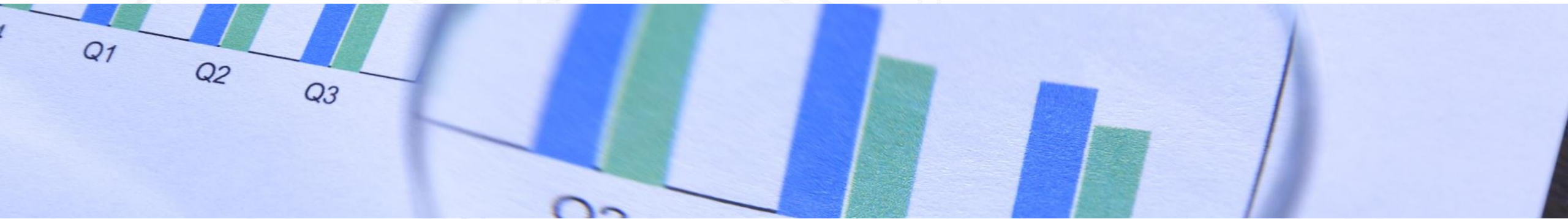
5. **CREATE** a culture where community members can easily access services without judgement, fear, or stigmatization.

- a. Pilot a program that supports “Community Navigators”: paid community leaders who can help connect their community members to services and programs. Prioritize building a team of Community Navigators that can connect with marginalized communities in Redmond like BIPOC, Latino/a/x, immigrants, and refugees.
- b. Increase staffing in the Human Services Division to support effective communication channels and strategies for sharing resources and information.
- c. Hire a communications and marketing consultant to aid in the launch of an inaugural multilingual campaign that helps foster a sense of welcoming and belonging and addresses the stigma regarding the use of direct services. Launch this campaign annually.
- d. Develop relationships and coordinate with Redmond community partners, employers, property managers, homeowners’ associations, parent teacher student associations, etc. to help reach individuals who may not be aware of resources and services.



Measuring Progress

Measuring Progress



This Strategic Plan is a visionary document that will guide the Human Services Division's work over the next five years. To ensure the Division accomplishes the vision and goals set by community members, partners, and stakeholders who build this plan, it's critical to measure our progress. Most importantly, measuring and tracking progress holds us accountable to building a more **resilient** and **inclusive** Redmond.

Measuring progress is an intricate process. And the challenges Human Services aims to solve are complicated and interconnected. As such, the Division must prioritize measuring what it can impact and do so without adding any additional burden to the service providers who deliver these supports. We'll use some tools already available to us (like funding data) and create new ones to track our progress (like event attendance and satisfaction data).

The metrics and milestones on the next page align with the priorities outlined on pages 22 and 27. And they serve as a tool for the Human Services Division to track progress toward achieving the goals set out in these priorities. The Human Services Division is eager to share its progress with the broader Redmond community.

Metrics and Milestones

- Funding to non-profit organizations that provide the highest in demand services among BIPOC and other marginalized communities (as outlined in Needs Assessment).
 - Dollars
 - Percentage of Dollars
 - Change in value and percent of dollars over time
- Support to non-profit organizations so service providers in Redmond can support community members.
 - Total funding allocated to non-profit organizations
 - Average grant size
 - Change in values over time

Supporting “emerging needs” (crises, emergencies, or other unexpected events that may require response from Human Services)

- Dollars reserved for “emerging needs”
- Percent of dollars reserved for “emerging needs”
- Change in value and percent of dollars reserved over time

- Supporting organizations with “emerging needs”
 - Number of organizations who apply for funding
 - Number of organizations who receive funding
 - Number of organizations led by and serving BIPOC and marginalized communities who apply for funding
 - Number of organizations led by and serving BIPOC and marginalized communities who receive funding
- Serving as a connector and convener for community members, partners, and service providers
 - Number of community-centered meetings
 - Number of attendees per meeting and over time
 - Satisfaction and sense of inclusion and belonging
 - Number of meetings with community partners and service providers
 - Change in number of meetings and attendees over time
- Tracking progress and milestones accomplished through work plans



“How fine to have enough, and some to spare for today’s ripe harvest toward tomorrow and set aside abundance and resolve for those who lack, so they might someday thrive.”

- Excerpt from “What Tender Artistry It Takes to Make a Town” by Rebecca Meredith

Acknowledgements

The City of Redmond Human Services Division would not have been able to create this bold and visionary Strategic Plan without with the broader Redmond community. We extend our gratitude to the community members, service providers, and partners who shared their experiences, told us their stories, and helped us envision a more **resilient** and **inclusive** Redmond.

Community Questionnaire Respondents

460 community members who live, work, learn, recreate, shop, worship, and access social services in Redmond. We'd also like to thank the Human Services Commissioners, City of Redmond Departments, non-profit organizations, and service providers who helped spread the word about our survey and shared it with the broader community.

Service Provider Organizations

Asian Counseling and Referral Service

AtWork!

Bridge Disability Ministries

Camp Kindness Counts

Chinese Information and Service Center

Congregations for the Homeless

Easterseals Washington

Eastside Baby Corner

Fair Housing Center of Washington

Friends of Youth

HealthPoint

Hopelink

Kindering Center

King County Sexual Assault Resource Center

Kits For Peace

Lake Washington Schools Foundation

LifeWire

NAMI Eastside

Together Center

Youth Eastside Services

Community Partners

City of Redmond City Council

City of Redmond Fire Department

City of Redmond Office of the Mayor

City of Redmond Parks and Recreation

City of Redmond Planning

City of Redmond Police Department

Eastside for All

Indian American Community Services

King County Library Services

Lake Washington School District

MAPS Redmond

Overlake Christian Church

Redmond Presbyterian Church

Redmond United Methodist Church

And finally, thank you to Equitable Future LLC, the consulting team who supported the development of this Strategic Plan.

Appendix A: Draft Plan Community Input

The draft Strategic Plan was shared with services providers, partners who participated in our community engagement efforts, and posted on Let’s Connect. The table below outlines the feedback we received and how we responded to that feedback. 14 people participated in the online survey. 13 indicating the draft strategies were “on track” and 12 affirmed the role of the City. Others indicated unsure.

Feedback Number	Feedback Provided	# of Community Members Sharing This Feedback	Response
1.	Add an Executive Summary and a short glossary of terms at the beginning of the document to define key terms.	5	We’ve added an Executive Summary that includes definitions for key terms used throughout the report.
2.	Remove the phrase “stakeholder” and replace it with another term that does not highlight power dynamics and is easily understood by the broader community.	5	We’ve replaced the word “stakeholder” with “partner” and clearly defined the term.
3.	Include a focus on individuals with intellectual and development disabilities so they may have access to a stable foundation of support that includes accessible, high-quality, and culturally relevant services (particularly employment)	3	We’ve included a summary statement in the Strategic Plan noting the challenges people with intellectual and developmental disabilities, LGBTQIA+ people, BIPOC, young people, low income people, and immigrants and refugees face. (See page 7 where we define “Marginalized Communities”). The primary focus for the Redmond Human Services Strategic Plan will be on racial equity and the BIPOC community.
4.	The report is sobering and overwhelming due to the nature of the findings. Consider adding narrative to show where there is hope and possibility.	2	Added language about possibilities in the Executive Summary starting on page 3.
5.	Data represented in the Strategic Plan is shared without reference to data collection efforts, clarify.	3	The Strategic Plan is a partner document to the Needs Assessment which outlines all data collected through the community engagement and meta-analysis process. The Needs Assessment is referenced in the Strategic Plan on page 4.
6.	Update the “Measuring Progress” section to add more details about tools used for collection and why the Division picked the specific metrics listed.	2	We’ve incorporated these comments into the Strategic Plan on pages 28 to 30.

Appendix A: Draft Plan Community Input

Feedback Number	Feedback Provided	# of Community Members Sharing This Feedback	Response
7.	Homelessness outreach should be paired with services that receive city support, directly or indirectly through funding a provider.	2	We provided more information about how this Strategic Plan will influence the Homelessness Outreach Team under the Redmond Human Services Division. See pages 23 and 25.
8.	Maintain an open dialogue with young people.	1	Included a focus on young people in the summary statement on page 7.
9.	Integrate BIPOC, immigrant, low income, and other marginalized groups into the governing and power structures in Redmond government such as councils and committees.	1	Included a focus on sharing more about the Human Services Commission on page 25. Representation on Council is not under the purview of the Human Services Division.
10.	Support cultural spaces where our diverse community can gather and access services.	1	We have highlighted the sections where this action is included and added a specific reference on page 24.
11.	Work with community groups to identify emerging needs.	1	Included this topic as an example topic for service provider community building activities on page 24.
12.	Reconsider the City's connection to faith communities to keep "government out of religion and vice versa"	1	Per Federal and State law, governments are prohibited from using public funds for religious activities. As such, City of Redmond Human Services only provides funding to non-profit organizations. City of Redmond values partnerships with all sectors for the common goal of ensuring stability of our residents.
13.	Meet with Library services to consider potential partnership opportunities.	1	Human Services staff met with Library staff and community volunteers on 3/2 to discuss partnership opportunities. We also included this work as an example of potential partnerships on page 27.
14.	Integrate a co-creation philosophy and commit to integrating co-creation into all aspect of Redmond structures.	1	This reaches beyond the scope of what Human Services can implement within the next five years. The team will consider it as a focus for the next strategic plan.
15.	Connect Redmond residents to volunteer opportunities.	1	Added this as an action on page 24.

Appendix A: Draft Plan Community Input

Feedback Number	Feedback Provided	# of Community Members Sharing This Feedback	Response
16.	The Latino community has grown by 40% in East King County in the last 10 years. Acknowledge Latino community within the report.	1	Included a focus on the Latino community—including an explanation on outreach to the Latino and Spanish-speaking community—throughout the Strategic Plan.
17.	Add more graphs, pictures, and diagrams.	1	We've included these in the Needs Assessment and left the Strategic Plan in narrative form.
18.	Do more to address housing affordability directly.	1	Human Services funds programs and services that support the payment of rent and utility bills. We've highlighted a focus on these types of services on page 23.
19.	Include the business community as a partner to include in convenings with service providers and the broader community.	1	Added business community as an example of other potential partners on page 25 and noted that Human Services Division will partner with the Department of Economic Development.
20.	Add culturally responsive elements to public communications like ADA and Title VI requirements.	1	Incorporated this feedback on page 25.
21.	Clarify last key theme- how do we know too many Redmond community members face barriers accessing the services they need.	1	We've updated the theme to share more information on page 14.
22.	Clarify where reporting requirements for funded service providers come from.	1	Added the relevant information on page 13.
23.	Add the role of volunteers to the page about Human Services' role in City of Redmond. Additionally, add mobile integrated health services provided by Fire Department to section on Homeless Outreach.	1	Integrated on page 18.
24.	In the Strategic Plan values, consider rephrasing "centering" to another word that might translate more clearly to other languages spoken in Redmond.	1	Integrated throughout strategic plan.

Human Services Strategic Plan

March 22, 2022

Priya D. Saxena and Adrienne Hampton, Equitable Future



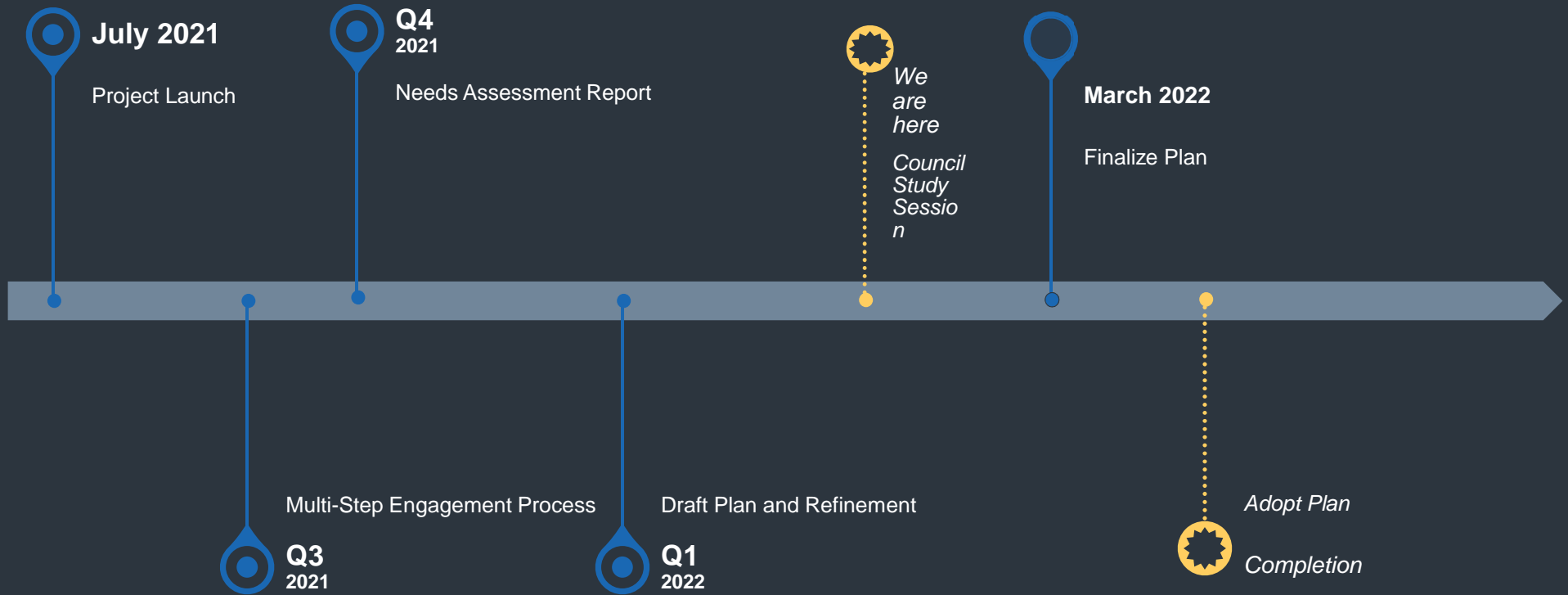
Agenda

- Project Overview
- Needs Assessment Process and Themes
- Values, Roles, and Strategies
- Questions and Discussion

Objectives

- *Hear Council feedback on recommended actions.*
- *What opportunities do you see?*
- *What surprised you?*

Project Overview



Creating a roadmap for the next five years.

Building the Plan **with** and **for** the Community

¡Ayuda a aumentar el bienestar para todos!

escane el código QR



O visita esta página de web

LetsConnectRedmond.com/HumanServices

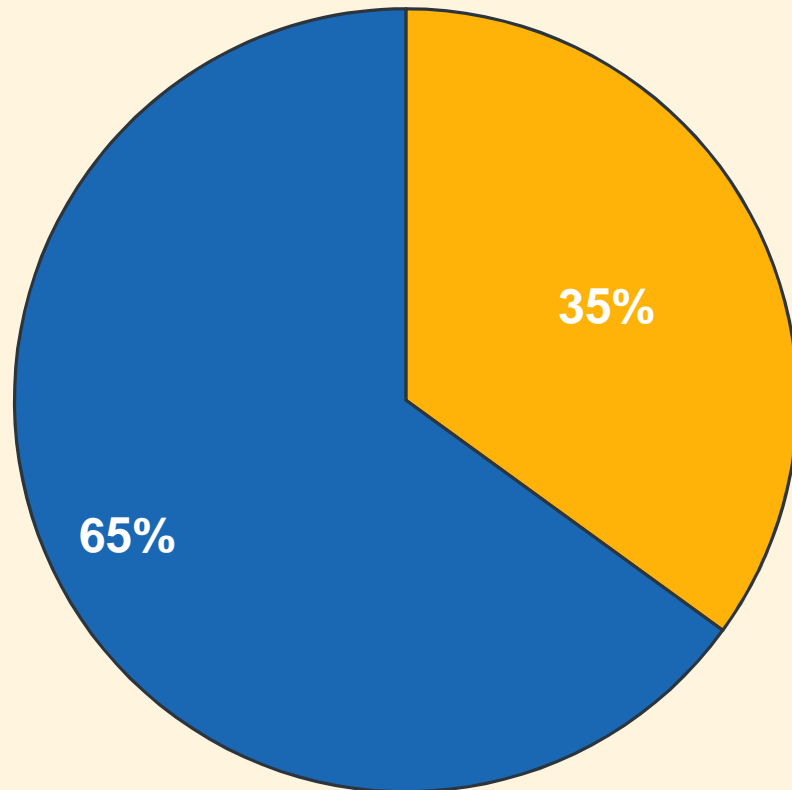
- Community partner interviews
- Service provider focus groups
- Human Services Commission focus group
- Multi-language community questionnaire
- Meta-analysis of federal, county, city, and grassroots reports

Multiple, ongoing crises



Household Income in Redmond

Source: 2019 Census



- Households Earning less than 100,000
- Households Earning more than \$100,000

There are two Redmonds

**Isolated,
disconnected,
and a call for
connection.**



people need help learning where and what services they can access

better funded on-site supportive services, mental health, addiction support, racial equity groups, etc.

increase funding to social services and help push for higher salaries for staff in our sector

Big disparities in income, jobs, services, amenities

young people (when school was out) and elders- suffered a lot of challenges- mental health needs

"services exist but there are so many barriers to get to them"

hard to attract staff of color on the Eastside

"People who need services need more than one kind of service, cooperation among CBOs would help"

Service providers facing significant challenges.

Community Engagement Miro Activity with Equitable Future:
Service Provider Focus Group, November 2021

**Access to
services is a
barrier for
many.**



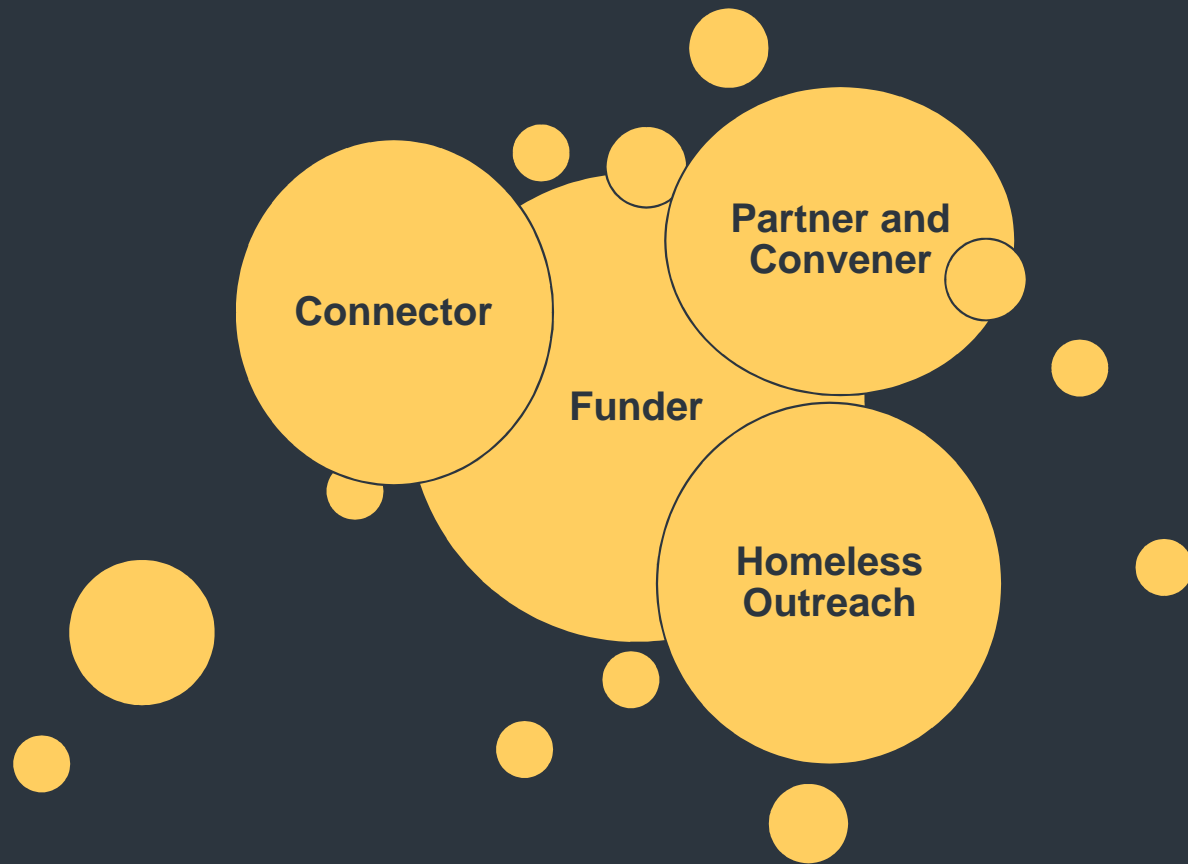
Values

.....

Guiding the way we will
take actions, operate,
and make decisions.



Redmond's Human Services Role



Strategic Plan Priorities



Support

Community members in navigating life so that we can move forward together.

Foster

A community where all –particularly BIPOC and low-income community members – have access to all Redmond has to offer.

Serve

As a convener and connector so community members feel a sense of welcoming and belonging.

Build

A stable foundation of support that is responsive to current and future community needs.

Create

A culture where all can access services without judgement, fear, or stigmatization.

Measuring Progress and Next Steps

Tracking progress holds us accountable to building a more resilient and inclusive Redmond.

- Funding Dashboard
- Outcomes (e.g. increased knowledge, provider satisfaction, etc.)
- Actionable milestones

Next step to launch a roadshow!





Thank You



Any Questions?





Resilient Together

An Assessment of Human Service Needs in Redmond

Prepared by Equitable Future LLC for City of Redmond
March 2022



Redmond
WASHINGTON

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Executive Summary

The City of Redmond partnered with Equitable Future, a Tacoma-based anti-racism and justice consulting firm, to develop its third Human Services Strategic Plan. Together they developed and

conducted a needs assessment, which serves as the foundation for identifying community-driven values and priorities to inform the City's work over the next five years. This Needs Assessment Report summarizes the results of a comprehensive community engagement effort, as well as demographic data and relevant health and well-being metrics.

This Needs Assessment was based on a review of various data sources and studies and a multi-pronged community engagement effort, with special attention given to community members who may need services. The methodology included:

- One-on-one and small group interviews with internal and external community partners whose work intersects with human services, including the school district, library, police, and faith communities.
- Interactive focus groups with service providers and the Human Services Commission.
- Online and in-person questionnaires which were available in English, Spanish, and Chinese.
- Quantitative analysis and research to complement findings.
- Deeper analysis of impacts of Covid-19 on the community and service systems.

Key Findings from Community Engagement


Based on conversations with community leaders, service providers, City leaders, and most perhaps most importantly, the community members themselves, the following themes emerged.

- Redmond community members are living through and experiencing the impacts of multiple, ongoing crises.
- There are two Redmonds. One is visible and celebrated, where community members live in abundance and have easier access to the resources they need, and the other is hidden and stigmatized, where community members struggle to make ends meet and access the resources they need.
- Redmond community members feel isolated and are disconnected. They desire genuine connection with the rest of the community.
- Even before the Covid-19 pandemic, service providers faced significant barriers to meeting their clients' needs. Today, these barriers are more severe. Providers are struggling even more, all while facing higher demand.
- Too many Redmond community members face barriers to accessing the services they need.

A summary of more specific findings from these respective groups follows.

Community Partners

Community partners shared that Redmond is very diverse and is experiencing the effects of rapid growth, change, and ongoing systemic crises in the Covid-19 pandemic, climate change related emergencies, and racial tensions. They expressed concern for the disparate impacts facing marginalized populations. To tackle the more upstream root causes, the Redmond community expressed a need for support with capacity and collaborative work to mitigate the strain which service orientated organization are experiencing.



Community is dealing with isolation - when they come to [our programming] it's hard for people to keep distance or stay a short time because they stay for hours — starved for connection.

- Faith-based community leader

Service Providers

Service providers shared their greatest strength was the flexibility to meet clients multiple and changing needs, especially through the pandemic. However, service providers were challenged with meeting client needs, due to limited and restrictive funding, staffing issues, isolation from other organizations and their clients, and diminishing capacity to respond to multiple crises. Moving forward, providers are eager to partner with the City to address these barriers and work toward recovery from the COVID -19 pandemic.



Invest in shared services for nonprofits.

- Service provider

Human Services Commissioners

Human Services Commissioners expressed a strong desire for the City of Redmond to support nonprofit organizations by connecting them to resources, community, and providing adequate funding that meets their needs. The commissioners spoke to the importance for increased community and service provider dialogues and trainings or information that would help them understand data, cultural competence, equity, and trauma-informed services. Commissioners may also benefit from an onboarding process so they can fully understand the scope of their responsibilities and impact in the community. Overall, the commission acknowledges and holds the responsibility of funding advocacy and networking in the highest regard.

Community Members

Redmond community members are not just going through growing pains associated with population growth and increased density, but also the layered impacts of an ongoing and ever-changing global pandemic, increased racial and ethnic tensions, climate change disasters, and more. Many of these impacts are no different than what many communities across the region and country are facing.

The combination of multiple stressors has been amplified by serious measures to prevent the spread of the novel coronavirus disease in 2019. Stressors such as unemployment, increased

need for food assistance, housing and accessing health care are also likely to affect the mental health and coping of many in the general population.¹ Survey results indicated that community members are most in need of mental health services, rent and utility assistance, medical and dental care, and food assistance. Responses varied based on an individual's reported income and/or race and ethnicity. For example, lowest income earners indicated needing help with rent, food, and medical and dental care.

Another significant finding is that fewer than one in four community members who responded to the questionnaire know where to go to access the services they need. Those community members in the BIPOC community, with lower incomes, and who did not speak English as their primary language struggled the most to access services. Among the top three reasons community members could not or did not access the services they needed were: not knowing where to go for help (66%), feeling too embarrassed to ask for help (32%), and not knowing if they were eligible for services (27%).

Youth and young people in Redmond are facing challenges too. Responses from the community questionnaire showed that young people ages 12 to 24 feel their highest need is for mental health services and counseling. One Redmond youth shared their experiences of facing discrimination in their community when they said this was their hope for the Redmond community: *“Less hate crimes, more safety. I used to be able to go in the streets feeling safe, but in the last few years I’ve experienced a lot of harassment. Maybe more of a focus on helping each other with homelessness and food accessibility for all.”* -BIPOC, 12-18 years old, 61 to 80% AMI.

¹ https://kingcounty.gov/depts/health/covid-19/data/impacts/~/_media/depts/health/communicable-diseases/documents/C19/report-YYA-behavioral-health.ashx

Impact of the COVID-19 Pandemic

The COVID-19 pandemic exacerbated many of the existing struggles that community members, service providers, and community leaders were already facing. Two years later, the pandemic is still ongoing, evolving, and impacting lives throughout Redmond daily. Common themes that emerged include:

- **COVID-19 had an overwhelming negative impact on the whole community.** Three out of four Redmond community members who responded to the community questionnaire reported that the Covid-19 pandemic has had a very strong negative impact (15%) or negative impact (60%) on their well-being. Only 15% of respondents reported the pandemic has had no impact on their well-being. Whereas about 2% of respondents shared there was a positive or very positive impact on their well-being.
- **COVID-19 had deep, disparate impacts on certain parts of our community.** Black, Indigenous, and people of color (BIPOC) community members who responded to the questionnaire faced a higher quantity of negative impacts associated with the pandemic than white community members. Similarly, low income community members faced more negative impacts than higher-income community members. And seniors, compared to other age groups, faced more physical and mental health impacts than others.
- **Service providers and community partners struggled to respond to meeting community needs.** Service providers and community partners reported a sharp increase in demand for social services. In addition to needing to meet a greater demand, these respondents report organizations needing to work with fewer resources and follow more regulations to safely provide services. Service providers and their clients were struggling with the cumulative impacts of the Covid-19 pandemic, climate change emergencies, racial tensions, and more. Many of the barriers they reported were results of the Covid-19 pandemic. Most notably, first was being able to find, hire, pay, and retain staff and second was struggling with isolation and disconnection from other organizations and their clients.

Frequently Used Terms

The terms defined below are frequently used throughout the Needs Assessment.

BIPOC: Black, Indigenous, and people of color

Community Member: Those who live, work, play, recreate, shop, go to school, worship, and access social services in Redmond. Community members were the center of the process to develop this Strategic Plan.

Community Partner: Individuals who work in Redmond, particularly in lines of work that relate to or intersect with Human Services. A community partner may work closely with similar human service issues and/or community members seeking services. A community partner is a type of community member. Examples include representatives from the school district, library, the City's Fire and Police Departments, and faith-based organizations.

Service Provider: An individual whose job it is to deliver support to those community members who need it. Redmond Human Services supports nonprofits in and around Redmond who support marginalized communities.


Marginalized Communities: Includes community members who face one or multiple forms of oppression. These are the communities that are most likely to need the types of resources Human Services supports through funding and therefore are the community members Redmond Human Services prioritizes in its work. Even more, Redmond Human Services aims to have open and trust-filled relationships with marginalized community members. These communities include Black, Indigenous, Latino/a/x, and other people of color communities, immigrants, refugees, those with low or no incomes, the unhoused, those with intellectual or developmental disabilities, those with physical disabilities, seniors, and young people. Redmond Human Services puts a particular focus on racial and ethnic minority communities who face the most significant forms of oppression.

Quantitative Review

This section summarizes results from analysis of quantitative data, including census data and local reports and studies, describing Redmond’s demographics and relevant community-level trends.

Redmond: A Snapshot of the Community

Redmond, Washington is a thriving and desirable community. The City has open green spaces and a strong local school district. Many internationally known corporations have also found a home in Redmond, leading to economic opportunities for many. Where there are pockets of wealth, access, and stability there are also parts of Redmond that are disconnected, lower income, and lacking access to critical services. Redmond is also managing significant growth and change.



Redmond is a great city with tons of potential during this growth period - an opportunity not to be missed to make sure the City grows in ways that will encourage belonging, accessibility, equity, and community care.”

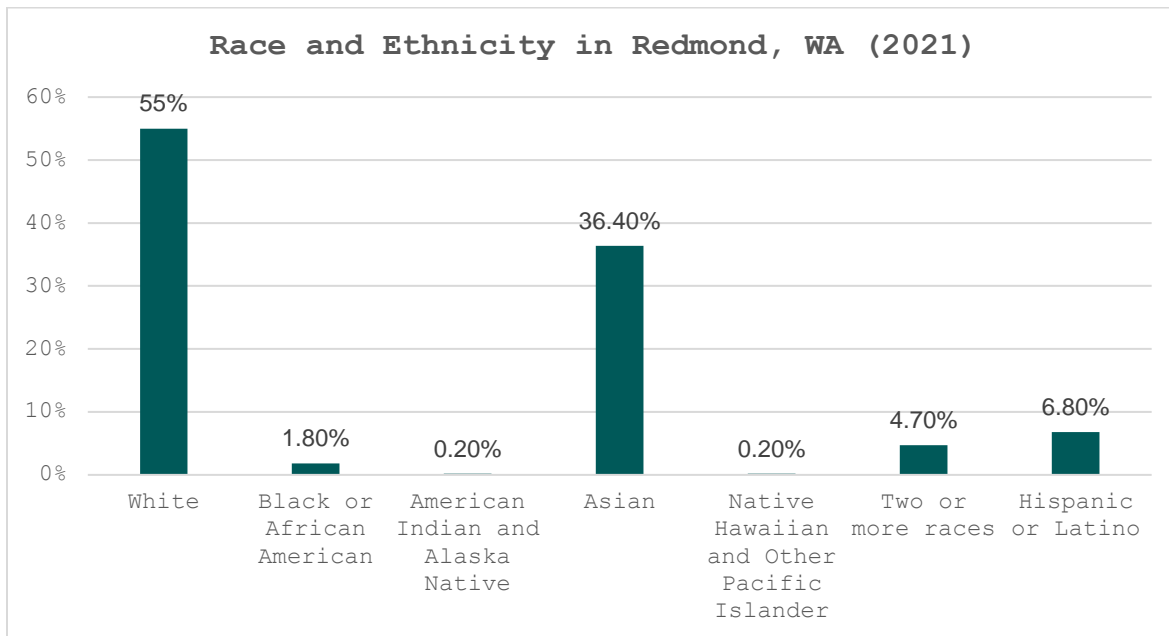
- Service Provider

Population Characteristics

In 2020, Redmond’s population grew to 73,256, a 26% increase since its 2015 population size of 57,959. Since 2013, Redmond’s racial and ethnic diversity has grown by about 11%, with almost half of Redmond identifying as non-white. About 45% of Redmond community members speak a language other than English at home including Spanish, Russian, Mandarin, Hindi, Telugu, Gujarati, Punjabi, Tamil, Marathi, Bengali, Malayalam, Kannada, Oriya, Sinhalese, and additional Asian Pacific Islander languages.

Of the Redmond population, 40% of residents are between 25 to 44 years old. Redmond’s population of youth makes up 24% of the population, and 19.5% of residents are 55 years of age or older (United States Census, 2019).

CHART 1: RACE AND ETHNIC DEMOGRAPHIC GROUPS IN REDMOND



Source: United States Census ACS 5-Year Estimates, 2021

Youth in Redmond

Content Warning: This section briefly mentioned youth suicide. To skip this content, proceed to the next section.

In 2019, about 15% of Redmond’s youth enrolled in school were in high school and 43% of youth in grades 1 through 8 (United States Census, 2019). According to results from the 2018 Healthy Youth Survey, an average of 30% of Lake Washington School District students in grades 8-12 reported feelings of depression. Since 2019, King County’s youth mental health system has experienced increased calls to address difficulties related to academic pressure, school closures, social isolation, lack of access quality nutritious food, poor family health and/or due to a death of a family member to COVID-19 (Collins et al, 2021). Medical centers, such as University of Washington Medicine, Swedish Medical Center and Seattle Children’s hospital, have reported a dramatic increase in diagnoses of depression and anxiety for patients under the age of 27 since 2019, including increased suicide attempts.

Income, Education, and Affordability

Redmond is a predominately affluent community strongly influenced by a high percentage of jobs existing in high technology industries (City of Redmond, 2020). Redmond community members are also well educated; 72.2% of the community holds a bachelor's degree or higher (United States Census, 2019).

The median income in Redmond is \$132,188, which is significantly higher than the overall King County median income of \$102,594. While most households in Redmond are faring well, 5.1% people are living below the federal poverty level.

Poverty impacts certain populations disproportionately -- 8% of people 65 and older, 8% who identify as Black/African American, 11% who identify as multi-racial, and 12.2% who identify as Latinx, respectively. Five hundred twenty-seven families live in poverty, which for a family of four means they were earning less than \$25,750 annually (Census 2019).

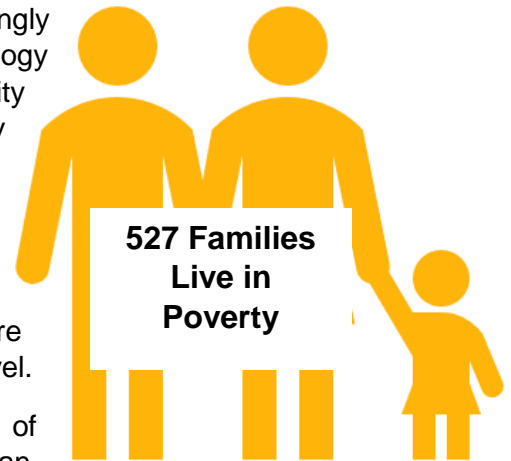
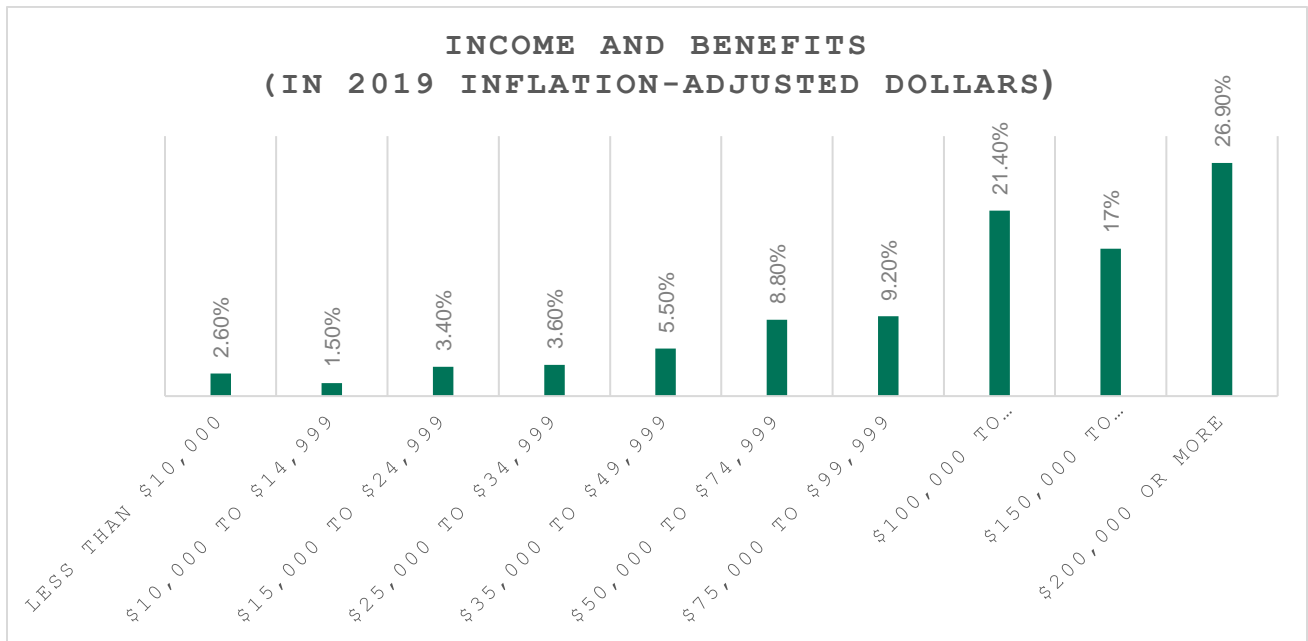


CHART 2: INCOME AND BENEFITS FOR REDMOND



Source: 2019 ACS 5-YEAR Estimates Data Profile

Furthermore, for many families their income is not sufficient to cover the cost of their most basic needs, including housing, food, childcare, which is defined as the self-sufficiency standard. In East King County, a family of four would need to earn \$95,488/year to sufficiently meet their basic needs.

CHART 3: WASHINGTON SELF-SUFFICIENCY STANDARD

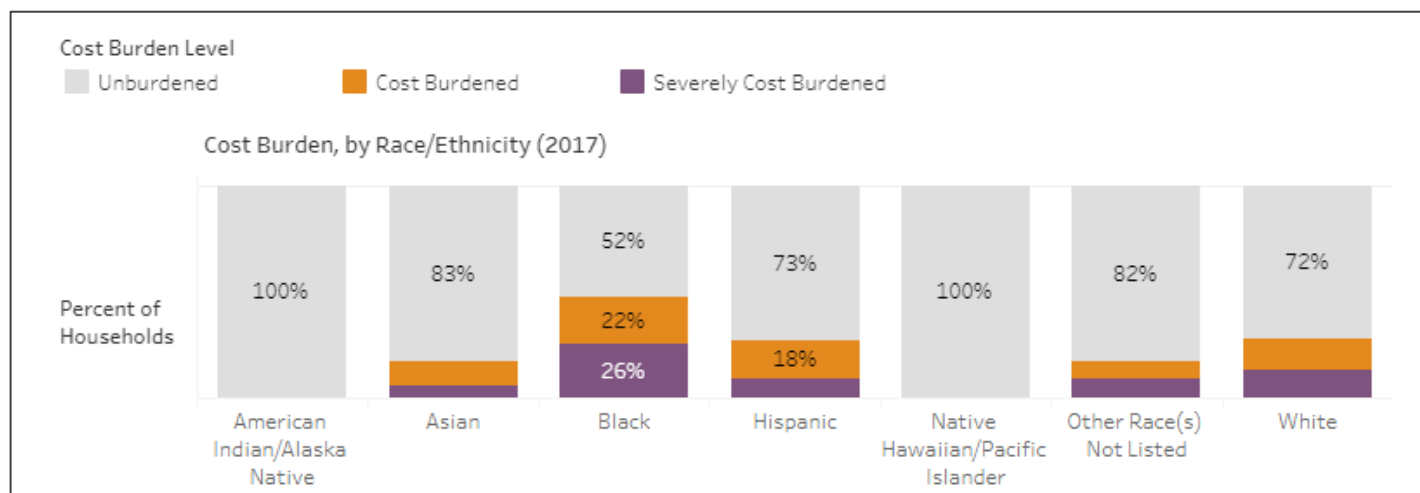
The Self-Sufficiency Standard for Select Washington State Places and Family Types, 2020

County	One Adult	One Adult One Preschooler	One Adult One Preschooler One School-age	Two Adults One Preschooler One School-age
Benton County (Kennewick-Richland)	\$24,329	\$46,006	\$54,373	\$62,044
Clark County	\$30,757	\$55,285	\$64,600	\$72,706
Grays Harbor County	\$20,721	\$42,376	\$51,171	\$59,240
Island County	\$24,973	\$50,830	\$61,448	\$69,762
King County (City of Seattle)	\$36,065	\$69,215	\$82,045	\$86,193
King County (East)	\$43,774	\$79,386	\$92,661	\$95,488
King County (South)	\$32,506	\$64,925	\$77,145	\$81,902
Kitsap County (South)	\$25,356	\$48,498	\$57,662	\$65,709
Lewis County	\$21,495	\$43,763	\$52,342	\$60,224
Pend Oreille County	\$19,754	\$36,400	\$45,949	\$53,779
Pierce County (West County Cities)	\$26,610	\$50,480	\$59,612	\$67,909
Skagit County	\$25,186	\$51,102	\$61,243	\$69,138
Snohomish County (West)	\$36,791	\$64,053	\$74,590	\$82,658
Spokane County	\$20,768	\$41,923	\$50,549	\$58,360
Thurston County	\$25,466	\$47,669	\$56,279	\$64,277
Whatcom County	\$24,517	\$50,727	\$60,985	\$68,941
Yakima County	\$21,896	\$41,123	\$49,040	\$56,765

This report, plus tables providing county-specific information for over 700 family types, is available at <http://selfsufficiencystandard.org/Washington>.

Housing is defined as “affordable” when the total housing costs do not exceed more than 30% of the household income. About 29% of Redmond renters pay between 30 and 35% of their household income on rent (United States Census, 2019). This trend has remained roughly the same over the past 10 years. Across King County, residents are voicing concern for the growing cost burden among renters and homeowners and the risk of displacement., (King County Hospitals for a Healthier Community, 2021). The Redmond 2020 Housing Needs Assessment showed that those renting under the age of 24 and over the age of 65 are more cost burdened than other age groups at 61% and 65% respectively. Perhaps most concerning is that people of color are disproportionately burdened by the cost of housing, as indicated in Chart 4.

CHART 4: REDMOND HOUSEHOLD COST BURDEN BY RACE AND ETHNICITY



Source: King County Regional Affordable Housing Dashboard

Food Security and Access

Of the Redmond population in 2019, a small portion (500 individuals) were supported by cash public assistance income and about 1,000 households received support from the Supplemental Nutritional Assistance Program (SNAP, formerly known as “food stamps”) (United States Census, 2019). In the wake of the COVID-19 pandemic, needs related to food were the second most common reason for a King County resident to call seeking assistance with social services in spring 2020 (Schachter et al, 2020).

Food insufficiency almost doubled, about 9% of adults in King, Pierce, and Snohomish counties combined reported in June 2020 that their households did not have enough food to last the week. In 2020, Hopelink, a food assistance provider that serves East King County, reported 2,931,180 meals distributed, 291,680 pounds of fresh produce provided, and 5.5 million pounds of food delivered to the community throughout an unprecedented year (Hopelink, 2020).

Business closures and significant losses in employment are strongly correlated to an individual’s or family’s ability to purchase enough food or gain reliable access to enough affordable, nutritious foods (Schachter et al, 2020) throughout King County.

Health and Wellness

Studies show that higher income areas are more likely to have significantly better health outcomes, such as life expectancy. In East King County, residents are expected on average to live nearly five years longer (83.9) than residents of South King County (King County Community Health, 2022). It has also been found that health disparities contribute to reduced income that can result in what is referred to as the health – poverty trap (Khullar et al, 2018).

In 2019, 97% of Redmond residents reported being covered by either public or private health insurance. A much smaller portion, 3% (2,041 individuals) reported having no health insurance coverage (United States Census, 2019). In King County, Hispanic adults had the highest rate of non-insured individuals and were six times more likely than white adults to be without coverage. Compared to white and Asian adults, Black adults were more than 1.5 times as likely, and Hispanic adults were more than two times as likely to report unmet medical needs due to cost (King County Community Health, 2022). Over 1,700 Redmond residents accessed free and/or reduced-cost medical services from HealthPoint, of which 36% were of Hispanic/Latino origin, 14% Asian, and 8% Black/African American.

Mental Health and Well-Being

The rate of frequent mental distress among low income adults was almost 2.5 times the County average and four times the rate for high income adults (King County Community, 2022). Of the racial/ethnic groups in King County, eight out of 10 white adults indicated that they always or usually receive the social and emotional support they need, much higher compared to individuals who identify as Black, Hispanic, and/or Asian adults. Hispanic adults are more likely than the King County average to experience frequent mental distress and less than half of low income adults feel that they always or usually get the social and emotional support they need. Since the onset of COVID-19, there has been more than 250% increase in calls from Redmond residents to the King County Crisis Line – averaging 3,300 calls/year in 2020 and 2021, compared to about 1,300 calls in 2019.

Climate Change and Climate Readiness

In October 2020, Redmond City Council approved a Climate Emergency Declaration. The declaration stated climate change as a threat to the City and plans to address vulnerability and risk are underway. In the coming years, Redmond is likely to experience increased extreme heat events, fire risk, severe storms, and flooding. Populations, such as young children, older adults, communities of color, low income communities, persons with pre-existing or chronic medical conditions and individuals living alone, are examples of populations with vulnerabilities to climate change effects due to long-standing system inequities and additional health conditions that serve as barriers to increasing climate resilience. These vulnerable population groups share many of the same characteristics of individuals seeking human services.

The City of Redmond will play a unique role in eliminating community susceptibility to the exposure of climate change stressors, such as access to health care for high-risk populations, like seniors, who are more sensitive to extreme heat events and poor air quality like wildfire smoke. In addition, access to fair and affordable housing that can serve as protection from climate impacts, such as heat and extreme storms, will be critical in the face of increased flooding and more extreme storm events (Redmond Climate Vulnerability Briefing Memorandum, 2021).

Transportation and the Redmond Commute

About 31% of Redmond's residents both lived and worked in Redmond in 2017 (2020 Housing Needs Assessment). In 2019, 93% of Redmond residents indicated having a vehicle available for

use. Conversely 7% of people are without an available vehicle and rely on other forms of transportation (United States Census, 2019).

The 2021 King County Community Transportation Needs Assessment described several needs for East King County, such as guaranteed access to healthcare for individuals impacted disproportionately by displacement and viable transportation options that quickly and efficiently gets riders to their destination.

Community Engagement Results

Redmond is very diverse, and there are so many ways that it can continue to grow in that direction. Like any city, the possibilities are there.”

- Service Provider

During fall 2021, the consulting team led a comprehensive engagement effort which included:

- One-on-one and small group interviews with local community partners
- Focus groups with service providers and the Human Services Commission
- A community questionnaire which was available on Let's Connect and in-person at locations where people convened (e.g., food banks, apartment complexes, etc.).

For more information about the methodology, please refer to Appendix 1. This section summarizes the key findings from each of these engagement efforts.

Community partner interviews

Recognizing that the work of human services intersects with cross-sectors like the library, faith community, and school district, it was important to hear from community leaders and partners. For a full list of participants, please refer to Appendix A. Community partners discussed their:


- Perception of the Redmond community
- Pressing needs among Redmond community members
- How the COVID-19 pandemic has impacted Redmond community members
- How Human Services can help mitigate the community's most pressing needs
- What types of values and efforts should guide the City's work

Common themes surfaced from and across each of these conversations.

Despite experiencing growing pains, Redmond continues to be a wonderful place to live, work, and play.

The community is experiencing increased growth, or as one community partner stated, “Redmond is a storybook community. But I also think that Redmond is a rapidly expanding community with a tremendous amount of growth, both from the residential perspective and then with light rail coming. So, Redmond is kind of like that awkward teenager that's about to become 21 really fast.”

Community partners are proud to serve Redmond and feel a great sense of care for their community. They mentioned pride in how the City's green and public spaces are maintained. Community partners spoke about how they celebrate Redmond's racial and ethnic diversity, and many are eager to preserve Redmond's diversity by building cultural competencies and supporting a more welcoming community.

 **It's not commonly accepted that there are problems here.**

- Community partner

The community is experiencing multiple, ongoing crisis.

Community partners shared experiences and stories of a community that is facing multiple, ongoing crises. These crises include the global COVID-19 pandemic, increased racial and ethnic tensions climate change crises occurring with more frequency, misinformation and disinformation campaigns damaging civil discourse and trust in public institutions, and governments struggling to remain resilient against these on-going threats. Many also talked about a "hidden" part of Redmond - those who are very low income, struggling to make ends meet. These communities were referred to as "hidden" because of the perception that Redmond is a city that is well off and not facing many problems. Community partners shared concern for their peers, the service providers who are working tirelessly to respond to evolving, complex community needs. They saw an opportunity for the City to significantly increase its investments to address these exacerbated challenges. They also saw opportunities for the City to leverage existing partnerships with large corporations who may have access to private funds.

More spaces and services are needed to build a thriving community.

Almost all community partners shared a very strong desire to build a sense of community, belonging, and inclusion. To do this, community partners suggested that the Human Services Division is well-positioned to address the growing pains of Redmond by prioritizing action with a racial justice framework and trauma-informed lens to break down the spectrum of isolation exacerbated by the pandemic, hate crimes, and growing wealth gap. Such actions foster values, which community partners honor such as equity, collaboration, inclusion, diversity, and a nurturing environment. Additionally, they see opportunities for the division to improve overall community well-being by addressing social emotional and mental health needs of community members, and perhaps most importantly, a need for connecting community members to culturally relevant and trauma-informed services.

Community partners highlighted the need for more vital community spaces.

Due to the pandemic, many facilities and public spaces closed in effort to stop the spread of COVID-19. Closures of important spaces for seniors, youth, individuals experiencing homelessness, and the community overall resulted in an increased feeling of isolation. Because of this, community partners would like to see Human Services address work to ensure that spaces and services are readily available even in a time of crises. Overall, Redmond is home to only a few spaces where populations, such as youth, have a “place to be themselves”, as one community partner shared. Many community partners shared an appreciation for spaces like the Together Center, where organizations could share a roof and coordinate as needed.

Redmond should strengthen its role as a convener, increasing coordination with service providers and intersecting systems.

Community partners expressed a desire for the City to build stronger partnerships with community leaders and organizations serving Redmond. It was common to hear from community partners that their day-to-day tasks have extended beyond what’s listed in their job descriptions or even in their organization’s mission. For example, the Fire Department now focuses more on climate change readiness and fire prevention than putting out fires. Similarly, the Police Department not only responds to crime, but they are also called on to respond to mental health crises and other non-criminal emergencies. Even community partners representing the library, schools, and faith-based organizations shared that in addition to the core work, they are often required to pivot to meet the needs brought to them by the community members they serve. Due to the complexity of the social service system, it can be difficult to connect their community to the right organizations that could meet their varying needs. When asked what could solve this problem, community partners communicated that Human Services could expand its role as convener, providing opportunities for community partners to learn, engage, connect, and collaborate to identify solutions. There was also a desire for Human Services staff to be more present out in the community or “on the ground.”

Service Provider Focus Groups

Twenty-one service providers, which included representatives for agencies that have applied for or received human services funding signed up to participate in focus groups. Service providers shared similar feedback as community partners such as, that they are experiencing multiple impacts from the COVID-19 pandemic; they are eager to create a more welcoming community where it’s okay to ask for and find help; and service providers are willing and ready to build community well-being.

What barriers do you face in providing services?

Staffing and wages. Almost three-quarters of service providers mentioned their organizations were struggling to hire part-time and full-time staff. In addition, their organizations cannot pay wages high enough to be competitive with other jobs in and around Redmond. One focus group participant made it clear when they said they were “overwhelmed with staffing issues”. A smaller

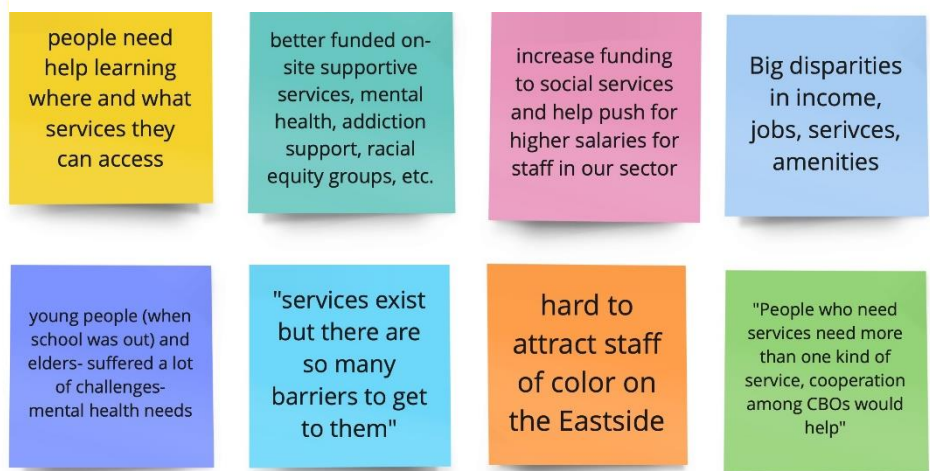
portion of service providers mentioned they were also facing difficulties finding and retaining volunteers.

Short-term, small-sized grants with spending restrictions. Service providers also talked about barriers to municipal funding like difficult and time-consuming applications, challenging reporting requirements, and funding that is often program-specific (rather than for general operation). It's important to note here that this is not a structural barrier unique to the City of Redmond, but also to many cities across King County, who share the same funding application platform.

Diminishing sense of empathy and belonging.

The third most prominent barrier service providers mentioned was a theme we heard from community partners, too. Many service providers (more than half) mentioned a diminishing sense of empathy and belonging among the broader Redmond community. Some attribute this to the ongoing stress related to the COVID-19 pandemic and others attribute this to increasing divisions among racial, cultural, and ethnic lines. These service providers yearned for a stronger sense of community in Redmond.

GRAPHIC 1: COMMENTS FROM SERVICE PROVIDER FOCUS GROUPS



Community Engagement Miro Activity with Equitable Future:
Service Provider Focus Group, November 2021

Agency burnout and fatigue. Service providers also shared how they themselves were dealing with burnout, fatigue, and a sense of hopelessness associated with the multiple crises they and their clients are facing. These challenges were even more present as they were faced with more work (due to staffing challenges).

How can City of Redmond Human Services remove the barriers your organization faces?

Changes to the funding process and funding allocations. Organization representatives noted that the Human Services Division has a limited amount of funding to allocate toward the multitude of needs. Some even noted that the needs and demand for services will only increase as the COVID-19 pandemic continues. As such, most organizations shared that the Human Services Division should receive more funding to allocate to service providers in the City. Organizations were eager for larger grants with longer terms (i.e. 4-year grants) and fewer restrictions that allow organizations to support both overhead and service provision. Several organizations also noted

a desire for a more streamlined funding process, including but not limited to easier application and data reporting processes.

Provide ongoing and easy to access opportunities for service providers to connect and collaborate. Service providers overwhelmingly are seeking out resources to connect and collaborate with other organizations in the region. Several organizations shared a need for physical space to offer their services or at least administer virtual programming. Other service providers expressed desire for opportunities to connect with their peers and find opportunities to collaborate. Several focus group participants mentioned Together Center as a model practice worth replicating in Redmond.

Prioritize addressing root causes of inequity. Service providers shared a strong desire for Human Services to fund services that focus on prevention, are trauma-informed, and centered on racial equity. These types of services, they shared, would address the root causes of inequity in Redmond and throughout the region. Many mentioned affordable housing issues in the area and noted the division could focus on helping low income community members access housing by allocating funding to rent and utilities directly (i.e., a city-managed fund) or funding programs that support these needs. At the same time, respondents shared their appreciation for the flexibility through the COVID-19 pandemic and are eager to see the division maintain emergency funds or “as needed” funds in addition to prioritizing prevention.

Use the City’s platform to amplify the good. Many service providers talked about a diminishing sense of community as they faced isolation due to the pandemic. They also talked about increasing divisions among political and cultural lines that led to fractures in the community. Service providers believe the City of Redmond can use its platforms to encourage community-building. In addition to community-building, organizations are eager to see the City and Human Services Division use their platforms to spotlight organizations doing work in and around Redmond to increase awareness among community members who might need services or be interested in supporting.

City of Redmond Human Services seeks to be a true partner in grantmaking. What types of resources would make your work easier and how can Redmond Human Services be a better partner in grantmaking?

Service providers reiterated some of themes previously shared. Below is a summary of these themes:

Connecting and collaborating. Service providers are very interested in the division creating spaces and opportunities for services providers to collaborate and build relationships. Additionally, service providers are eager to build relationships with Human Services staff members and commission members.

Elevate belonging and highlight organizations serving Redmond. Service providers would like to see the City of Redmond work to build a sense of community and belonging and spotlight organizations serving Redmond.

Addressing barriers to funding. To be a better partner in grantmaking, service providers ask that Redmond assess and pursue opportunities to implement a more equitable grantmaking process. Examples we heard include evaluating the application questions, how much funding organizations get, and what additional support agencies should receive to administer and manage funds.

Support capacity building. And finally, organizations would love for the City to support capacity building by either funding these opportunities or connecting service providers to opportunities that would help them build capacity (particularly as it relates to hiring staff and finding volunteers).

GRAPHIC 2: COMMENTS FROM SERVICE PROVIDERS



Community Engagement Miro Activity with Equitable Future:
Service Provider Focus Group, November 2021

Impact of COVID-19 Pandemic on Service Providers

This section summarizes the impact of Covid-19 on operations and service delivery.

How has COVID-19 impacted your work and how can Redmond Human Services help your organization stay resilient against the pandemic and its related impacts?

Service providers were asked to discuss how the COVID-19 pandemic has impacted their ability to provide services and the clients they support. Responses to this question did not vary much from the themes previously reported.

Service providers felt and shared the impacts of their clients' struggles as well as their own challenges with the cumulative impacts of the COVID-19 pandemic, climate change emergencies, racial tensions, and more. Many of the barriers they reported were results of the COVID-19 pandemic. Most notably, first was being able to find, hire, pay, and retain staff and second was struggling with isolation and disconnection from other organizations and their clients. More than half of the service providers who participated in focus groups noted they were struggling with hiring part- and full-time staff. They noted that while hiring and retaining quality staff (and being able to pay staff fair wages) has always been a challenge in the nonprofit sector, these challenges have become far more prevalent and debilitating to their operations in the COVID-19 pandemic. Additionally, a significant portion of service providers discussed seeing their clients and the broader Redmond community struggling with increasing isolation and mental health issues.

Service providers identified ideas to help build resilience during this time:

Increased funding and more access to emergency funding so organizations can prepare for and respond to the needs that arise in pandemic-related emergencies. Many organizations shared a sharp increase in demand for services amid the pandemic.

Clearer communication regarding COVID-19 regulations and model practices for how to safely deliver services. Organizations shared the struggle to understand the varying requirements to safely operate during the pandemic. And in addition to confusing regulations, service providers mentioned a need for more safety supplies (i.e., protective masks, plastic barriers, gloves, etc.) that allow them to maintain operations.

Sharing information about the services organizations provide with the Redmond community. Service providers mentioned a sharp increase in demand for services. They suggested raising awareness about organizations and the services they offer so the Redmond community can more easily access these services or support organizations in need of help.

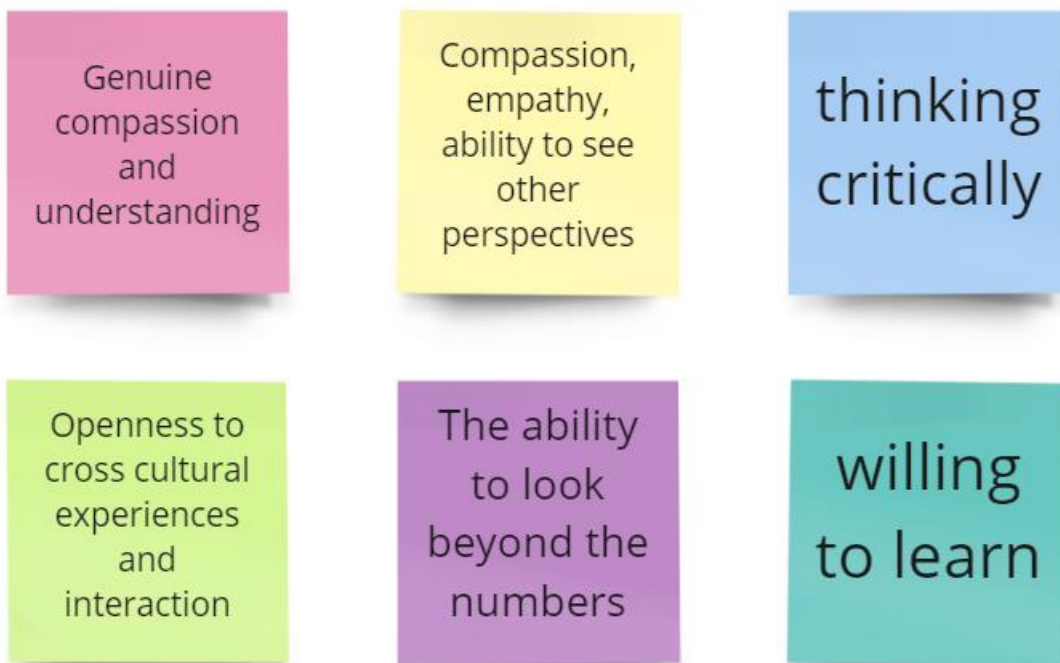
Human Services Commission Focus Group

The Redmond Human Services Commission is a volunteer board of seven individuals who live or work within Redmond city limits. Members are appointed by the Mayor and confirmed by City Council. The commission also includes two youth advisors, appointed by the commission to provide a youth perspective to all commission discussions and decisions. The commission meets monthly. Their purpose is to advise the Mayor and City Council on issues related to human services and make specific funding recommendations. This process happens every two years and aligns with the City's budget process.

In a focus group that took place during their November 2021 meeting, commissioners were asked to identify what they saw as their most important role. They agreed that their primary role is to make funding decisions on behalf of the City. Second, they believe they can connect the broader community, recognizing that this role as a “community connector” is more aspirational.

When asked what skills they needed to best fill these roles, commissioners shared a need to develop leadership skills like effective communication, conflict resolution, and understanding data (specifically through human-centered analysis).

GRAPHIC 3: RESPONSES TO “WHAT SKILLS ARE NEEDED TO FULFILL YOUR ROLE AS COMMISSIONER?”



Miro Activity Human Services Commission, November 2021

By weaving together comments from service providers, community partners, and commissioners, it’s clear there is a strong desire to connect community, fuel partnerships, and build a sense of belonging.

Community Member Questionnaire

A comprehensive questionnaire asked community members to weigh in on the following topics: human service needs, climate change preparedness, impacts of COVID-19, how Redmond can improve, and community values. While the questionnaire was broadly shared and publicized,

there were intentional efforts to hear from those who identify as Black, Indigenous, or a person of color (BIPOC) and/or people who have accessed services. To make the questionnaire more accessible, it was translated in Spanish and Chinese with an option to request translation in other languages. It was also distributed in-person at places, such as Hopelink Food Bank, Open Kitchen community dinner, and Redmond High School Latinos Unidos Program, with gift cards for participation.

Demographics of Questionnaire Respondents

Respondents By Race

Of the 460 respondents, 51% identify as white and 38% identify as Black, Indigenous, or a person of color (BIPOC). The largest racial and ethnic groups represented among those who responded to the community questionnaire include white (51%), Latino/a/x (9%), mixed-race individuals (9%), and East Asians (7%).

Respondents By Income

Forty-five percent reported incomes at or below 40% Area Median Income (AMI). Eighteen percent of respondents were high income earners (more than 121% of AMI). A total 43% of respondents are Redmond community members living at or below 80% AMI.

By Living Situation

Most of the community questionnaire respondents (52%) were homeowners. Twenty-nine percent were renters and 6% were unhoused (staying with friends or unhoused).

By Age Range

The questionnaire also reached a wide age range of Redmond community members (including respondents ages 12 to over 75 years). The largest age group were 45 to 54 years old (20%), followed by 65 to 74 years old (18%) and 35 to 44 years old (17%). Respondents between 12 and 24 years old made up 5% of all respondents.

Q1: What three social services do you think would help Redmond residents live safer, happier, and healthier lives?

The top three services community members perceived as needed were affordable childcare (43%), mental health counseling (42%), and rent or utility assistance (40%). However, those who reported income below 40% of area income shared that they believe access to medical or dental care (36%), food access (33%), and legal counseling or representation (32%) were the most critical services for healthier, happier, and safer lives.

Q2: Think back to the start of the COVID-19 pandemic (early 2020). Since then, what types of things have you needed help with?

The top four most needed services included mental health counseling (31%), rent and utility assistance (26%), medical or dental care (25%), and food access (25%). The types of services needed or accessed varied by income level and race. The data show that communities of color report having more needs for services throughout Redmond. Overall, BIPOC community members indicating needing more support than white community members (regardless of income). Lower income community members report needing to access services that fill their basic needs: shelter, food, and healthcare. BIPOC community members reported needing to access about three different types of services, whereas white community members reported needing on average one and a half services. The tables on the next several pages show what respondent needs overall, by income level, and by race. Table 2 shows the percent of respondents who reported needing a specific type of service by area median income (AMI). Table 3 shows the percent of respondents who reported needing a specific type of service by race or ethnicity. Finally, Table 4 shows the percent of respondents who reported needing a specific type of service by race or ethnicity, but is broken down into the binary “BIPOC” and “White”.

TABLE 1: Q2 RESPONSES - SERVICES NEEDED SINCE THE PANDEMIC

Service Type	Percent of all Community Questions Respondents N = 460
Mental health counseling	31 %
Rent and utility assistance	26 %
Medical and dental care	25 %
Food access	25 %

TABLE 2: Q2 RESPONSES - SERVICES NEEDED SINCE THE PANDEMIC FILTERED BY AREA MEDIAN INCOME (AMI)

This table reports the percentage of respondents in a specific income range (reported by percent of Redmond area median income) who reported needing to access a specific service type. For example, 14 % of respondents at 40 % area median income and less reported needing to access affordable childcare services since early 2020. The blue cells show the highest reported needs for each income level.

Income (AMI)	N (sample size)	Affordable childcare	Mental health counseling	Rent and utility assistance	Medical and dental care	Employment	Access to internet or technology	Food Access	Alcohol or substance use treatment	Learning to read and speak English	Legal counseling and representation
40% and less	126	14%	29%	49%	42%	25%	33%	47%	4%	7%	13%
41% to 60%	26	8%	46%	27%	23%	19%	27%	23%	0%	0%	23%
61% to 80%	46	11%	37%	11%	11%	15%	11%	9%	0%	0%	9%
81% to 100%	18	17%	44%	0%	6%	17%	0%	0%	0%	0%	6%
101% to 120%	15	13%	47%	0%	13%	13%	7%	7%	0%	0%	7%
121% and above	49	12%	35%	6%	4%	2%	14%	4%	0%	0%	6%
Retired, unemployed, or did not report income	180	7%	24%	24%	27%	17%	18%	24%	4%	6%	9%
All respondents	460	11%	31%	26%	25%	17%	20%	25%	3%	4%	11%

TABLE 3: Q2 RESPONSES - SERVICES NEEDED SINCE THE PANDEMIC FILTERED BY RACE OR ETHNICITY

This table reports the percentage of respondents grouped by race who reported needing to access a specific service type. For example, about 14% of respondents who identify as American Indian or Alaska Native reported needing to access affordable childcare services since early 2020. The blue cells show the highest reported needs for each race or ethnicity.

Race	Sample Size (N)	Affordable childcare	Mental health counseling	Rent utility assistance or	Medical or dental care	Employment	Access to internet or technology	Food Access	Alcohol or substance use treatment	Learning to read and speak English	Legal counseling and representation
American Indian or Alaska Native	7	14.3%	0.0%	28.6%	28.6%	14.3%	42.9%	28.6%	14.3%	0.0%	14.3%
Black or African American	7	14.3%	42.9%	42.9%	28.6%	28.6%	0.0%	57.1%	0.0%	0.0%	14.3%
East Asian	36	8.3%	22.2%	38.9%	44.4%	22.2%	41.7%	41.7%	2.8%	25.0%	19.4%
Latino/a/x	43	11.6%	37.2%	53.5%	25.6%	27.9%	25.6%	44.2%	9.3%	11.6%	11.6%
Middle Eastern or North African	6	0.0%	16.7%	33.3%	33.3%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Mixed Race	42	19.0%	35.7%	26.2%	28.6%	23.8%	14.3%	16.7%	0.0%	4.8%	14.3%
Native Hawaiian or Pacific Islander	2	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Self-Described	5	0.0%	20.0%	0.0%	60.0%	20.0%	40.0%	60.0%	0.0%	0.0%	20.0%
South Asian	28	35.7%	46.4%	7.1%	17.9%	35.7%	21.4%	14.3%	0.0%	3.6%	21.4%
White	234	8.1%	30.3%	20.9%	23.5%	10.7%	17.5%	21.4%	2.1%	0.4%	6.4%
Declined to respond	50	4.0%	28.0%	26.0%	16.0%	22.0%	18.0%	20.0%	2.0%	4.0%	14.0%
All Respondents	460	10.7%	30.9%	26.1%	25.4%	17.4%	20.2%	25.2%	2.6%	4.3%	10.7%

TABLE 4: Q2 RESPONSES - SERVICES NEEDED SINCE THE PANDEMIC FILTERED BY RACE (“BIPOC” AND “WHITE”)

Race	BIPOC	White
Affordable childcare	16%	4%
Mental health counseling	27%	24%
Rent or utility assistance	33%	14%
Medical or dental care	29%	21%
Employment	20%	9%
Access to internet or technology	22%	11%
Food Access	30%	19%
Alcohol or substance use treatment	4%	1%
Learning to read and speak English	11%	0.4%
Legal counseling and representation	13%	5%
None of the above	24%	45%

Q4 and Q5: Do you feel like you know how to access the services you need? And why weren’t you able to access the services you needed?

A high proportion (45%) of community members who responded to the questionnaire did not know where or how to access the services they needed. Thirty-two percent reported not needing services and only 23% reported knowing where to go. Overall, fewer than one in four community members who responded to the community questionnaire know where to go to access the services. That said, BIPOC, low income, and non-English speaking individuals reported significantly more troubles accessing the services they need.

By language, four out of ten English speakers, nine out of ten Spanish speakers, and all three Mandarin speakers who responded to the community questionnaire are unaware of where and how to access the services they need. Black, Latino/a/x, and East Asian respondents were more likely to not know where to access services than any other racial group. Those with the lowest incomes reported they did not know where to go to access services. Seventy-two percent of respondents earning 40% or lower area median income reported not knowing where to go for services. About 69% of respondents who identify as BIPOC and earn 80% AMI or less do not know where to go to access services.

When asked why they didn’t access the services they needed many reported not knowing where to go for help (66%), feeling too embarrassed to ask for help (32%), and not knowing if they were eligible for services (27%).

TABLE 5: Q5 RESPONSES - SERVICE ACCESSIBILITY BY RACE

Race (# of respondents)	“No, I don’t know where to access services”	“Yes, I do know where to access services”	“I do not need these services”
American Indian or Alaska Native (7)	50%	50%	0%
Black or African American (7)	75%	0%	25%
East Asian (36)	61%	14%	25%
Latino/a/x (43)	79%	7%	14%
Middle Eastern or North African (6)	50%	0%	50%
Mixed Race (42)	57%	23%	20%
Native Hawaiian or Pacific Islander (2)	50%	0%	50%
South Asian (28)	46%	21%	33%
White (234)	37%	26%	38%
Self-Describe (5)	0%	50%	50%
Declined to share race (50)	31%	34%	34%
Grand Total (460)	45%	23%	32%

Q6 What do you think are the biggest needs for Redmond area youth and young people?

Of 23 respondents who were aged 24 and younger, they shared the top five following needs: mental health counseling, activities for before and after school, safer streets for walking, biking, and rolling, homework help, and access to help for jobs or apprenticeships. It’s important to note that the most prominent need youth shared having was for mental health counseling.

Q7 – Q10: Do you feel the Redmond community is prepared for extreme flooding, heat, or major smoke and fire events?

Few community members feel Redmond is prepared for potential climate disasters like floods, heat waves, wildfires, and smoke from wildfires. There was no demographic — race, income, or age - where 50% or more of a particular group felt Redmond is ready for climate disasters. Those who are older (65 and older) and wealthier (101% AMI and above) are more likely to feel Redmond is prepared for these disasters, but only slightly.

TABLE 6: Q7 - Q10 RESPONSES- PREPAREDNESS FOR CLIMATE CHANGE-RELATED EMERGENCIES

Climate-Change Related Emergency	Yes, Redmond is prepared.	No, Redmond is not prepared.	I don’t know if Redmond is prepared.
Floods	13 %	42 %	44 %
Heat Waves	15 %	60 %	25 %
Fires and Smoke	17 %	47 %	36 %

Q15: What are two things you love about the Redmond community?

When asked what they love about Redmond, community members listed more than a dozen different characteristics they appreciated. Below are the top ten themes shared among respondents. Redmond community members, such as community partners and service providers, are proud of the City's look and feel. Many praised the amount and quality of green spaces. A significant portion of community members also shared gratitude for their neighbors, sharing that the Redmond community is close-knit and small enough where you know your fellow community members. Many community members are also proud of Redmond's diversity.

GRAPHIC 4: QUESTIONNAIRE RESPONSES - LOVE ABOUT REDMOND?



TABLE 7: Q15 THEMES - "WHAT ARE TWO THINGS YOU LOVE ABOUT THE REDMOND COMMUNITY?"

Characteristic	Number of Mentions
Green spaces (i.e., hiking trails, parks, tree canopy, etc.)	168
Good neighbors	88
Safe	55
Diversity	39
Clean	29
Activities that build community (i.e., Diwali, Derby Days)	26
"Small town feel"	25
Convenient shopping and small businesses	23
Walkability (particularly in Downtown Redmond)	22
Public places to gather	21

Q16: What do you think needs to happen to make Redmond a better place to live, work, play, worship, and gather?

Redmond community members are eager to find solutions to their feelings of isolation, mental health issues, and to access services that will help them with basic needs. People shared that having places to gather, easier access to services, activities to build community, affordability, and equity-driven solutions would make Redmond a stronger community. When respondents mentioned that easier access to services would make Redmond a better place to live, they shared the following types of services, specifically: rent and utility assistance (affordable housing), mental health counseling, access to food, and affordable medical or dental care. Among other comments in response to this question include a significant portion of community members who shared that having access to services was critical, but making sure that services were consistently available and easy to access was even more important to them. They shared this in their responses to whether they were able to access the services they need. Community members shared these responses, below.

“Not enough mental health providers with availability”

“Some families have a difficult time filling out paperwork, they needed more support, agencies may have offered it-but due to covid they stopped.” – A comment from a service provider

“The professionals I contacted were unable to accept new clients as need for mental health care has skyrocketed”

While not a top theme, community members also shared they feel that easier access to information and more engagement from the City of Redmond with marginalized communities would improve Redmond. One of the most prominent themes that came through in these responses were about housing, affordable housing, and homelessness, with about half of the comments expressing negative attitudes toward affordable housing.

TABLE 8: Q16 RESPONSES – HOW TO MAKE REDMOND BETTER

Themes for creating a better Redmond	Count
Housing: comments about housing, affordable housing, and homelessness	88
Places to gather	43
Easier access to services	37
Activities to build community	35
Affordability	33
Equity	29
Traffic Control	24
Diversity and Inclusion	23
Climate change & readiness	9
Easy access to information	8
More engagement from the City of Redmond	5

“Respeto hacia todas las comunidades, guarderías más económicas.”(Translates to, “Respect for all communities, more affordable childcare.”) – Latino/a/x, 25-34 years old, 40 % AMI and less

“Continue community-building public events which are accessible to families, seniors, people who speak other languages” – White, 35-44 years old, unemployed

“Ensuring Redmond isn’t just a place for well-off tech employees. That we continue to have a diversity of race, ethnicity, religion, etc. + different kinds of employment. I think that’ll make us a much richer community in the future.” – BIPOC, 25-34 years old, 81 to 100 % AMI

“Tal vez alguna campaña sobre que es un lugar que fomenta el respeto y tolerancia hacia todas las personas, y donde no hay lugar para la discriminación racial o económica.” (Translates to: “Perhaps a campaign about how Redmond is a place that encourages respect and tolerance for all people, and where there is no place for racial or economic discrimination.”) – BIPOC, 25-34 years old, 81% to 100% AMI

“We really need to establish more community with space to help each other. I’m a teacher and would love us to create volunteer opportunities where we older folks can help young families to get homework help as they try to make a living.” – White, 55-64 years old, 61 to 80% AMI

“More city outreach to assist residents who are in need of better job opportunities, housing, mental health counseling, medical services. If these areas of need are addressed, it would make for a safer environment for all residents.” – White, 65-74 years old, 61 to 80 % AMI

“I am currently on a list for affordable housing. I was not able to attend recent city council meetings on this topic. I so wish I could have addressed that group, in particular one anesthesiologist who sarcastically asked if residents leaving the Silver Cloud in would be buying property here in Redmond. I'm also an MD, family medicine, who lost everything I had due to no actions on my part. That crowd knew virtually nothing about the current housing crisis or the difference between a shelter, long term rehab, or various types of subsidized housing. I'd like to see this place diverse ethnically and economically. With basic services available to rich and poor alike.” – White, 55-64 years old, 40% AMI and less

“Better partnership and coordination between city and public school district, increased afterschool programs onsite or walkable from schools to reduce after-school traffic and protect kids.” – White, 35-44 years old, unemployed

“I don't feel a strong sense of community. I want Redmond to be a place where everyone feels welcome, I love the diversity here but want it to be a safe environment.” – White, 25-34 years old, 121 % AMI and above

“Create childcare public programs, food programs, food public markets more days of the week run by volunteers, home shelters for local residents.” – BIPOC, 45-54 years old, 61 to 80 % AMI

“There should be community centers for people to gather and for the nonprofits to access for hosting their events.” – BIPOC, 55-64 years old, 40 to 60 % AMI

“Quizás un boletín semanal.” (Translates to: “Maybe a weekly newsletter”) – Latino/a/x, 12-18 years old

Q17: When you imagine Redmond five years into the future, what do you hope Redmond is prioritizing? Think about actions, values, or issues the community could focus on.

To build a strategic plan that is truly informed by the Redmond community, the questionnaire included a final question about what community members hoped Redmond would value or prioritize over the next five years. The responses were clear, people desire a welcoming community that prioritizes diversity, inclusion, belonging, affordability, climate change readiness,

resilience, trauma-informed services, equity, and more. Like community partners and service providers, they are experiencing the negative impacts of the COVID-19 pandemic.

TABLE 9: Q17 RESPONSES – PRIORITIES FOR FUTURE

Value	Count
Diversity, Inclusion, Belonging, and Welcoming	92
Affordability	73
Environmental Sustainability & Climate Change Readiness	42
Resiliency (Crisis preparedness)	32
Trauma-Informed Services (particularly mental-health and wellness)	32
Equity	27
Places to gather	24
Access to services	21
Transportation	21
Activities to build community	15

“I imagine a community where no one feels ignored, everyone cares for each other.” – No demographic information

“I hope Redmond continues to prioritize welcoming others, particularly people from other places in the world. I hope we can find opportunities to meet and share with one another and to learn how much we have in common.” – BIPOC, 65-74 years old, 41 to 60% AMI

“Que puedan tomar en cuenta la opinión de la comunidad hispana. Poder contar con lugares para rentar departamentos más accesibles a nuestra economía. A veces Redmond tiene precios muy caros los cuales no podemos pagar.” (Translates to: “That they consider the Hispanic community’s opinions. To have more affordable housing. Sometimes Redmond has very high prices that we cannot afford.”)

“Less hate crimes, more safety. I used to be able to go in the streets feeling safe but in the last few years I’ve experienced a lot of harassment. Maybe more of a focus on helping each other with homelessness and food accessibility for all.” -BIPOC, 12-18 years old, 61 to 80% AMI

“Inclusividad para todas las comunidades que viven acá, prácticas ambientales sostenibles y equidad de género.” (Translates to: “Inclusion of all communities that live

here, environmentally sustainable practices, and equity”). – BIPOC, 25-34 years old, 81% to 100% AMI

“Equity and inclusion, sustainability, and resiliency and supporting our light rails stations and supporting people with disabilities.” – White, 35-44 years old, 40 % AMI and less

“I hope special emphasis is placed on the new buildings the Together Center is trying to have built. Their outreach to the community is vast and I feel is key to making the Redmond community great.” – White, 45-54 years old, 61 to 50% AMI

“I hope Redmond is focusing on meeting people's basic needs as this pandemic eventually lessens and people have to recover from the hardships” – No demographic information

“I hope the City of Redmond prioritizes and commits to becoming a trauma-informed and anti-racist city.” – BIPOC, 25-34 years old, 61 to 80% AMI

“As Redmond continues to grow as a city, it will be important to create a sense of community and belonging. Maintaining Redmond’s socio-economic diversity while building programs that create opportunities for people to stay in our community is a high priority. I worry that many people are being priced out of their homes.” – White, 45-54 years old, 121% AMI and above

“Affordability (ability to live, work and raise a family in Redmond w/o having to have a high-paying tech job). Anti-racism & anti-hate (ensuring Redmond continues to be an open, diverse community and we address issues of hate in our community). Prioritizing the next generation(s) through investment in underserved kids (i.e., before & after school programs, summertime meals, pathways to internships and apprenticeships, access to technology, professional skill development, etc.)” – BIPOC, 25-34 years old, 81% to 100% AMI

“I hope we're prioritizing the environment and climate change, because that'll hopefully be a huge priority by then, as well as economic equity and social equality so that Redmond's even more inclusive.” – White, 12-18 years old, 80-100% AMI

“Redmond becomes a showcase city for inclusivity, and climate stability” – Southeast Asian, 45-54 years old, 121 % AMI and above

The COVID-19 Pandemic's Impact on Redmond Community Members

Questionnaire results reinforce how significant and pervasive the pandemic and its related impacts have been in the community.² Redmond was one of the first cities in Washington state to report positive causes related to COVID-19. The first public report of COVID-19 cases in Redmond is from March 10, 2020 (Presumptive Positive COVID-19 Cases in Redmond, March 2020). Two years later the pandemic is still ongoing, evolving, and touching lives throughout Redmond daily.

75% of Redmond community members who responded to the community questionnaire reported that the COVID-19 pandemic has had a very strong negative impact (15%) or negative impact (60%) on their well-being. Only 15% of respondents reported the pandemic has had no impact on their well-being. Whereas about 2% of respondents shared there was a positive or very positive impact on their well-being, respectively. Community members were asked to share how the pandemic has impacted their employment status, income, and whether they perceived, experienced, or worried about hate or bias-related incidents related to the COVID-19 pandemic. Black, Indigenous, and people of color (BIPOC) community members who responded to the questionnaire faced a higher quantity of negative impacts associated with the pandemic than white community members. Similarly, low income community members faced more negative impacts than higher income community members. Seniors compared to other age groups faced more physical and mental health impacts than others.

Employment and Income-Related Impacts of COVID-19

The most common economic experience attributed to the COVID-19 pandemic (other than “income stayed the same” and “none of the above”) was a decrease in income (reported by 20% of respondents). This is followed by loss of employment, with 11% of respondents who reported losing their job due to the COVID-19 pandemic. However, BIPOC and lower income community members reported more negative economic and income-related impacts associated with the COVID-19 pandemic. More BIPOC community members lost their jobs, faced a reduction in hours, faced a decline in income, or had to find a new job in a different field than their white counterparts. Additionally, more white community members reported their income stayed the same, their income went up, or that they faced no economic or income-related impacts than BIPOC community members. Similarly, lower income community members reported more negative economic impacts due to the COVID-19 pandemic than higher income respondents. It's clear, while the COVID-19 pandemic impacts everyone in the community, BIPOC and lower-income community members have faced more negative economic impacts than their white counterparts.

² Equitable Future engaged stakeholders, service providers, and community members on how the Covid-19 pandemic has impacted their lives, work, and community. We posed open ended questions in our interviews and focus groups. Our community questionnaire included multiple close-ended questions (regarding general impact on well-being, impact on employment status and income, and questions about hate or bias-related incidents). It's important to note we included only one open-ended question about Covid-19 in the community questionnaire where we asked respondents to share more about how the pandemic has impacted them. This question has the lowest response rate through the whole survey (54 % responding). We hypothesize many community members might not feel comfortable explaining more deeply how the pandemic has impacted their lives. Based on quantitative data results, there were many negative impacts associated with Covid-19 (across race, income, age, and even living situation).

TABLE 10: ECONOMIC AND INCOME-RELATED IMPACTS OF THE COVID-19 PANDEMIC BY RACE (BIPOC AND WHITE)

This table shows the percentage of respondents (overall or by a specific demographic group) who report a specific economic or income-related impact associated with the Covid-19 pandemic. For example, 12.3 percent of BIPOC respondents report losing their job (compared to only 9.9% of white respondents who report the same thing).

	All Respondents	BIPOC	White	Decline to Respond	Self Describe
Lost Job	11.30%	12.3%	9.9%	14.0%	14.3%
Reduced Hours	11.30%	11.7%	6.0%	8.0%	28.6%
Decline in Income	20.20%	22.8%	17.7%	20.0%	42.9%
Income stayed the same	27.80%	23.4%	32.8%	22.0%	14.3%
Income went up	7.20%	7.6%	8.2%	2.0%	0.0%
New job in the same field	2.60%	3.5%	2.6%	0.0%	0.0%
New job in a different field	3.30%	4.1%	2.2%	6.0%	0.0%
None of the above	28.50%	26.3%	29.3%	30.0%	42.9%

TABLE 11: ECONOMIC AND INCOME-RELATED IMPACTS OF THE COVID-19 PANDEMIC BY RACE

This table shows the percentage of respondents (overall or by a specific demographic group) who report a specific economic or income-related impact associated with the Covid-19 pandemic. For example, 28.6% of Black or African American respondents report experiencing a reduction in their hours worked.

	Lost Job	Reduced Hours	Decline in Income	Income stayed the same	Income went up	New job in the same field	New job in a different field	None of the above
American Indian or Alaska Native	42.9%	14.3%	0.0%	28.6%	0.0%	0.0%	14.3%	14.3%
Black or African American	14.3%	28.6%	14.3%	28.6%	28.6%	0.0%	28.6%	0.0%
East Asian	8.3%	8.3%	22.2%	22.2%	2.8%	0.0%	0.0%	30.6%
Latino/a/x	16.3%	18.6%	41.9%	9.3%	9.3%	4.7%	0.0%	18.6%
Middle Eastern or North African	0.0%	16.7%	33.3%	16.7%	16.7%	16.7%	0.0%	16.7%
Mixed Race	9.5%	7.1%	16.7%	33.3%	9.5%	4.8%	4.8%	26.2%
Native Hawaiian or Pacific Islander	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%
Self Describe	20.0%	20.0%	40.0%	20.0%	0.0%	0.0%	0.0%	40.0%
South Asian	7.1%	3.6%	10.7%	32.1%	3.6%	3.6%	7.1%	42.9%
White	9.8%	6.4%	17.9%	32.5%	8.1%	2.6%	2.1%	29.5%
Declined to Respond	14.0%	8.0%	20.0%	22.0%	2.0%	0.0%	6.0%	30.0%
All Respondents	11.3%	8.7%	20.2%	27.80%	7.20%	2.6%	3.30%	28.50%

TABLE 12: ECONOMIC AND INCOME RELATED-IMPACTS OF THE COVID-19 PANDEMIC BY AREA MEDIAN INCOME

This table shows the percentage of respondents (overall or by a specific demographic group) who report a specific economic or income-related impact associated with the Covid-19 pandemic. For example, 19% of respondents who reported an income at 40 percent or less area median income lost their job in the pandemic.

	All Respondents	40% AMI and less	41% to 60% AMI	61% to 80% AMI	81% to 100% AMI	101% to 120% AMI	121% AMI and above	Retired, unemployed, or did not respond
Lost Job	11.30%	19.0%	3.8%	4.3%	0.0%	6.7%	0.0%	13.3%
Reduced Hours	11.30%	18.3%	15.4%	6.5%	0.0%	6.7%	4.1%	3.9%
Decline in Income	20.20%	34.1%	26.9%	15.2%	5.6%	13.3%	4.1%	17.2%
Income stayed the same	27.80%	21.4%	34.6%	30.4%	55.6%	40.0%	36.7%	24.4%
Income went up	7.20%	4.0%	11.5%	8.7%	5.6%	6.7%	16.3%	6.1%
New job in the same field	2.60%	1.6%	3.8%	2.2%	11.1%	0.0%	10.2%	0.6%
New job in a different field	3.30%	4.8%	3.8%	0.0%	0.0%	6.7%	2.0%	3.3%
None of the above	28.50%	20.6%	15.4%	34.8%	33.3%	40.0%	32.7%	31.7%

Hate or Bias-Related Impacts of COVID-19

Eleven BIPOC community members experienced some form of hate or bias associated with their race or perceived immigration status. Among those who reported they were worried about this type of hate or discrimination included 71% of Black or African American respondents, 66% of Middle Eastern or North African respondents, 64% of South Asians, 61% of East Asians, and 44% of the Latino population. Of white respondents, 52% were worried about these types of hate crimes and discrimination. The data are clear: people of color (but particularly Black or African American and Middle Eastern or North African) community members in Redmond worry about hate or discrimination happening in Redmond.

TABLE 12: COMMUNITY MEMBER REPORTED EXPERIENCE OF HATE AND BIAS INCIDENTS ASSOCIATED WITH RACE OR PERCEIVED IMMIGRATION STATUS

Experience	Total	BIPOC	White
Heard about	40%	36%	47%
Experienced	7%	11%	3%
Worry about	53%	54%	53%

Below are direct quotes from community members who shared how hate and bias related incidents have impacted their lives.

“I am concerned that our community is not culturally competent,” – 45 to 54 years old

“I haven’t experienced a hate crime, but I have experienced discrimination in Redmond from some community members and businesses due to my ethnicity, which is being Hispanic. I also dress simple and humble, so some people have also discriminated me due to my appearance of not having money. In some rare situations I have also experience negative interactions with people due to my military veteran status. I think some people have very different point of views from different sides about many issues.” – 35 to 44 years old, 101 to 120 % AMI

“I want to know how I might help put a stop to hate crimes and discrimination.” – BIPOC, 65 to 74 years, 41 to 60% AMI

“I am a minority and an immigrant, neither I nor my family ever been discriminated for any of that in my 8 years in Redmond.” – White, 35 to 44 years old, 121% AMI and above

“In stores sometimes there is discrimination that is new before there was not.” – BIPOC, 25-34 years old, 40% AMI and less

General Impacts of COVID-19

Some community members shared devastating challenges related to loss of loved ones, loss of employment, or loss of relationships. Other community members talked about the impacts of changing social expectations regarding masking and other COVID-19 regulations. A few community members talked about a fear of misinformation as well. While individual experiences varied, most everyone reported some type of challenge. Direct quotes are below:

“Loss in income from second job being shut down. Having an immuno-compromised family member and not being able to safely care for them due to my employer. Being exposed to Covid-19 by a coworker. No communication from employer of potential exposures. Debilitating anxiety and emotional trauma from having to choose between my job or taking care of a sick family member. Loss of my job would result in homelessness for myself and my family. While teleworking is permitted, it isn’t allowed equally or with humanity. Constant terror of losing my job during this pandemic because if I get sick with Covid-19. I wouldn’t have health care coverage. Experiencing incidents of hate speech and an assault in 2020 for being Asian and blamed for the pandemic.” – BIPOC, 45-54 years, 41 to 60 % AMI

“It’s been very challenging supporting families in need of services that have multitude of barriers and challenges accessing these resources. One example- They can’t access the school lunch service because they don’t have transportation and two hours on a bus to get the food at the nearest school with a child that is immune compromised in the middle of winter is not possible.” – BIPOC, 35-44 years old, 40 % AMI and below

“Extra cautious and complying fully with CDC and County health guidelines. This is a must and has had good results for those who followed through. Concerned about negativity in the press and social media by uninformed individuals and groups promoting incorrect information about the health impact and protection measures recommended by authorities. Need strong intervention to negate effects of counter publicity that thwarts the services of the public health authorities.” – BIPOC, 75 years or older, retired

“I have underlying health issues and my Dr told me that I needed to quarantine at home until I was fully vaccinated. We have a 2-income household, so it was doable. But it was long, and lonely. I grew less and less likely to even call anyone.” – White, 55-64 years old

“Access to Wi-Fi and restrooms, and shelter from the weather” – BIPOC, 65-74 years old, unemployed

“As a grandmother with both parents working from home I have had to increase afterschool childcare drastically with end to all afterschool activities + academic support last year with home schooling.”

“As an essential worker, I have felt vulnerable and at times, under supported in the work I do.” – White, 55-64 years old, 121% AMI and above

“Being isolated has affected my mental status- I suffer from depression and anxiety.” – 75 years or older, 40 % AMI and below

“Closure of restaurants stores and parks add to isolation and anxiety issues” – White, 65 to 74 years, 40% AMI and below

“Childcare has become too expensive and unreliable.” – BIPOC, 35 to 44 years, 41 to 60% AMI

“Caused anxiety and massive stress in family with low income” – BIPOC, 45-54 years, 61 to 80% AMI

“COVID-19 has had positive impacts like being able to work remotely (which has enormously increased my flexibility and freedom) and more accessible events (like Council meetings) as well as negative impacts like delaying routine (non-emergency) medical care, not being able to see friends and family, etc.” – BIPOC, 35-44 years, 121% AMI and above

“Difficulty getting services and groceries we need. I'm on fixed income (SS, only) so I can't afford medical or dental care.” – White, 75 years or more, 40% AMI or below

“I was an essential worker whose hours have skyrocketed. School closures hurt my kids' mental health and stability.” – White, 35-44 years old, unemployed

“Isolated, depressed, unwell” – BIPOC, 55-64 years, 81 to 100% AMI

“Isolation is very difficult for an extrovert like me. I think it has driven a wedge in the community.” – White, 55-64 years, no income reported

“It has altered my work trajectory and general ease.” – No demographics

“It has impacted me mentally, economically. My older son has been having depression. My husband fall in to an addiction and we split ... have been having a hard time with bills and food and rent” – BIPOC, 35-44, 40% AMI and less

“It severely affected my motivation and mental health from all the isolation” – BIPOC, 19-24 years, 40% AMI and less

“Mental stress and stability. Increase of fatigue, burn out and anxiety. We are a low-income household depending on 2 incomes. We are unable to get childcare for our 5 children. There is nothing available, it’s canceled, or we can’t afford it.” – White, 25-34 years, 40% AMI and below

Acknowledgements

The City of Redmond Human Services Division would not have been able to create this bold and visionary Strategic Plan without with the broader Redmond community. We extend our gratitude to the community members, service providers, and partners who shared their experiences, told us their stories, and helped us envision a more resilient and inclusive Redmond.

Community Questionnaire Respondents

460 community members who live, work, learn, recreate, shop, worship, and access social services in Redmond. We'd also like to thank the Human Services Commissioners, City of Redmond Departments, nonprofit organizations, and service providers who helped spread the word about our survey and shared it with the broader community.

Service Provider Organizations

Asian Counseling and Referral Service
AtWork!
Bridge Disability Ministries
Camp Kindness Counts
Chinese Information and Service Center
Congregations for the Homeless
Easterseals Washington
Eastside Baby Corner
Fair Housing Center of Washington
Friends of Youth

HealthPoint
Hopelink
Kinding Center
King County Sexual Assault Resource Center
Kits For Peace
Lake Washington Schools Foundation
LifeWire
NAMI Eastside
Together Center
Youth Eastside Services

Community Partners

City of Redmond City Council
City of Redmond Fire Department
City of Redmond Office of the Mayor
City of Redmond Parks and Recreation
City of Redmond Planning
City of Redmond Police Department
Eastside for All

Indian American Community Services
King County Library Services
Lake Washington School District
MAPS Redmond
Overlake Christian Church
Redmond Presbyterian Church

Redmond United Methodist Church

And finally, thank you to Equitable Future LLC, the consulting team who supported the development of this Strategic Plan.

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Appendix 1: Needs Assessment Methodology and Response Rates

Quantitative Data Literature Review

Equitable Future conducted a robust quantitative data literature review for this Needs Assessment Report. The purpose of this effort was two-fold. First, to support a holistic understanding of the Redmond community and its social determinants of health. And second, to understand how Redmond and surrounding localities have been impacted by the Covid-19 pandemic. Equitable Future reviewed and incorporated roughly 30 reports completed by King County, City of Redmond, Washington State Office of the Governor and United States Census, all which report data from 2015 to 2021. It's important to note that data from 2021 is preliminary and most robust data from 2020 does not consider (or quantify) the impacts of the Covid-19 pandemic.

Community Involvement

Anonymity and Confidentiality

Equitable Future did not ask for any personal identifying information from those who responded to the community questionnaire. As such, responses to the community questionnaire are anonymous. This report shares summary level quantitative and qualitative data. Open-ended responses from the community questionnaire are included to contextual findings. Attributions to said quotes include high-level demographic data. Community Partners and service providers were asked to share their names and places of employment. Equitable Future will share the names of organizations and departments represented through engagement with community partners and service providers but not the names of individual respondents.

Community Partner Interviews

"Community Partners" included leaders within various City of Redmond departments that work closely with or whose missions align with that of the Human Services Department, community leaders (i.e., faith-based leaders and non-profit leaders), and representatives from other local agencies that serve the same or similar populations to the ones served by Human Services funded programming. Equitable Future conducted a total 11 community partner interviews and connected with more than 20 community partners. A full list of the departments and organizations represented through community partner interviews can be found below.

Departments, Organizations, and Agencies Represented in Community partner Interviews

Listed in alphabetical order

- City of Redmond Office of the Mayor
- City of Redmond City Council
- City of Redmond Parks and Recreation
- City of Redmond Human Services
- City of Redmond Police Department
- City of Redmond Fire Department
- Eastside for All
- Indian American Community Services
- King County Library System
- Lake Washington School District
- Muslim Association of Puget Sound
- Overlake Christian Church
- Redmond Indian Association
- Redmond United Methodist Church

Redmond Human Services staff worked with Equitable Future to determine which community partners to invite to participate in interviews. Our goal was to hear from as many community partners as possible. Interviews were facilitated over Zoom and Teams and lasted 45 to 60 minutes. Community partner interviews helped provide insight into the Redmond community and inform values and policy priorities for Human Services. Community Partners were not compensated for their time participating in community partner interviews.

Service Provider Focus Groups

“Service providers” include individuals working at organizations in and around Redmond that applied for funding from the Redmond Human Services Department and provide services to the Redmond community. Equitable Future facilitated three two-hour focus groups using Zoom and Miro. Miro is an online whiteboard where participants can respond to questions and facilitators can guide conversations while addressing main themes. Twenty-one individuals participated, representing 20 different organizations. Participants were offered either a \$50 honorarium or \$50 donation to the organization they were representing in the focus group. A full list of the organizations represented in focus groups can be found below.

Community-Based Organizations Represented in Focus Groups

Listed in alphabetical order.

- Asian Counseling and Referral Service
- AtWork!
- Bridge Disability Ministries
- Camp Kindness Counts
- Chinese Information and Service Center
- Congregations for the Homeless
- Easterseals Washington
- Eastside Baby Corner
- Fair Housing Center of Washington
- Friends of Youth
- HealthPoint
- Hopelink
- Kinderling Center
- King County Sexual Assault Resource Center
- Kits for Peace
- Lake Washington Schools Foundation
- LifeWire
- NAMI Eastside
- Together Center
- Youth Eastside Services

Human Services Commission Focus Group

Following the community partner and service provider focus groups, the Human Services Commission participated in a focus group facilitated by Equitable Future in November 2021. In this focus group, Commissioners shared their perceived and desired role in the community (as Commissioners).

Community Questionnaire

Equitable Future launched a community questionnaire to learn more about community perceptions of what services are needed, what services community members have accessed or need to access, the impacts of the pandemic, and more. This multi-language, multi-format questionnaire was available for approximately eight weeks between September and November, resulting in 460 responses.

Not only did Redmond Human Services and Equitable Future plan to prioritize a community-informed Strategic Plan, but we also wanted to ensure our community questionnaire reached those community members most likely to need or already by using the types of programs funded by the Human Services Division. Redmond Human Services included links to the questionnaire on their online Let's Connect website to reach the broader Redmond community. We also delivered and collected surveys in person at the Hopelink Food Bank, Redmond United Methodist Open Kitchen meal, Redmond Parks and Recreation Senior Lunch Program, Overlake Christian Church's overnight Safe Parking Program, Friends of Youth Teen Center, YWCA Family Village, Avon Villa Mobile Home Park, and the Latinos Unidos program at Redmond High School. We extend our sincere gratitude to the Redmond Human Services staff and service providers across the city who helped the Equitable Future team connect with these community members.

To encourage responses from the broader community, Equitable Future offered two \$50 raffle prizes for respondents 21 years and older. To encourage responses from youth, Equitable Future offered two \$50 prizes for respondents 20 years and younger. And finally, we offered a \$15 gift card to encourage responses from those most likely to need or already be accessing Human Services. These \$15 gift cards were very well received by community members.

Table 1, on the next page, outlines overall response rates for the community questionnaire (Equitable Future achieved an overall response rate of 93%). Table 2, also on the next page, outlines response rate by question and survey language. Most questions in the community questionnaire received a response from more than 90 percent of respondents. The questions with the lowest response rates included an open-ended question about the impacts of the Covid-19 pandemic (survey question 14) with only 54% of respondents sharing their answers and a demographic question about income which received a response from 70 percent of respondents.

Table 1: Community Questionnaire Response Rates

Community Questionnaire Respondents	Total Questionnaires	Total Questionnaires Completed	Completion Rate
Total Respondents	460	426	93%
English Total	423	393	93%
Spanish Total	34	30	88%
Chinese Total	3	3	100%

Table 2: Community Questionnaire Response Rates by Question

Please refer to Appendix 2 (Community Questionnaire) for a full list of questions.

Question Number	English		Spanish		Chinese		Total	
	#	%	#	%	#	%	#	%
1	423	100%	30	88%	3	100%	456	99.1%
2	420	99%	30	88%	3	100%	453	98.5%
3	419	99%	30	88%	2	67%	451	98.0%
4	419	99%	30	88%	3	100%	452	98.3%
5	397	94%	29	85%	3	100%	429	93.3%
6	421	100%	30	88%	2	67%	453	98.5%
7	417	99%	28	82%	3	100%	448	97.4%
8	418	99%	28	82%	3	100%	449	97.6%
9	418	99%	27	79%	3	100%	448	97.4%
10	418	99%	28	82%	3	100%	449	97.6%
11	416	98%	30	88%	2	67%	448	97.4%
12	414	98%	30	88%	3	100%	447	97.2%
13	414	98%	27	79%	3	100%	444	96.5%
14	231	55%	16	47%	0	0%	247	53.7%
15	361	85%	28	82%	3	100%	392	85.2%
16	354	84%	21	62%	3	100%	378	82.2%
17	358	85%	20	59%	2	67%	380	82.6%
18	392	93%	27	79%	3	100%	422	91.7%
19	389	92%	26	76%	3	100%	418	90.9%
20	301	71%	19	56%	1	33%	321	69.8%
21	387	91%	24	71%	2	67%	413	89.8%
22	393	93%	24	71%	3	100%	420	91.3%
23	361	85%	30	88%	3	100%	394	85.7%

Appendix 2: Community Questionnaire Questions

Strategic Planning Questions

1. Which **three** types of services do you think would help Redmond residents live safer, happier, and healthier lives?

- Access to internet or technology
- Affordable childcare
- Alcohol or substance use treatment
- Employment
- Food access
- Mental health counseling
- Medical or dental care
- Learning to read and speak English
- Legal counseling and representation
- Rent or Utility assistance
- None of the above
- Other

2. Think back to the start of the Covid-19 pandemic (early 2020). Since then, what types of things have **you** needed help with? (Please select all that apply)

- Access to internet or technology
- Affordable childcare
- Alcohol or substance use treatment
- Employment
- Food access
- Mental health counseling
- Medical or dental care
- Learning to read and speak English
- Legal counseling and representation
- Rent or Utility assistance
- None of the above
- Other: _____

3. Think back to the last 3 months (July 2021). Since then, what types of things have **you** needed help with? (Please select all that apply)

- Access to internet or technology
- Affordable child care
- Alcohol or substance use treatment
- Employment
- Food access
- Mental health counseling
- Medical or dental care

- Learning to read and speak English
- Legal counseling and representation
- Rent or Utility assistance
- None of the above
- Other: _____

4. Do you feel like you know how to access the services you need?

- Yes
- No
- I personally don't need to access these types of services.

5. (If no) Why weren't you able to access the services you needed? (Check all that apply)

- I didn't know where to go for help
- I wasn't eligible for services
- There wasn't any funding for the type of help I needed
- The services available weren't right for me
- I didn't have transportation to get to the service provider
- There was a language barrier
- I was uncomfortable (embarrassed) to ask for help
- Feared it would impact my immigration status
- I didn't feel like anyone cared about my problems
- Other (please specify):

6. What do you think are the biggest needs for Redmond area youth and young people?

- Mental health counseling
- Safer streets for walking, biking, and rolling (i.e., wheelchair access, well-lit streets)
- Access to technology
- Access to reliable internet connection
- Homework help and extra help (i.e., help with studies and academics)
- Mentorship
- Access to help for jobs apprenticeships (i.e., getting hired, learning skills for a job)
- Before school, afterschool, and weekend activities (i.e., sports, music, art, etc.)
- None of the above
- I'm not sure
- Other: _____

7. Climate change and resiliency to climate related emergency disasters is critical for Redmond to be a safe community for all. Do you feel the Redmond community is prepared for extreme flooding?

Yes

No

I'm not sure

8. Do you feel the Redmond community is prepared for extreme heat?

- Yes
- No
- I'm not sure

9. **Do you feel the Redmond community is prepared for major smoke and fire events?**

- Yes
- No
- I'm not sure

10. **Do you feel the Redmond community is prepared for major snow storms?**

- Yes
- No
- I'm not sure

11. **How has the Covid-19 pandemic impacted your sense of well-being and safety?**

- Very strong negative impact
- Negative impact
- No impact
- Positive impact
- Very strong positive impact

12. **How has COVID-19 impacted your income and employment status? (Please select all that apply).**

I lost my job

I faced cuts to the hours I work at my job

My income decreased

My income stayed the same

My income increased

I got a new job in the same field

I got a new job in a different field

None of the above

Other (please describe):

13. **The number of hate crimes and discrimination based on race and perceived immigration status have increased greatly since the start of the Covid-19 pandemic. Please select all the statements that apply to you.**

I've heard of these types of hate crimes and discrimination happening *in Redmond*

I've survived this type of hate crime or discrimination *in Redmond*

I'm worried about this type of hate crime or discrimination happening *in Redmond*

None of the above

Other: _____

14. If you're comfortable, please tell us a little more about how Covid-19 has impacted you.

15. What are two things you love about the Redmond community?

16. What do you think needs to happen to make Redmond a better place to live, work, play, worship, and gather?

17. When you imagine Redmond five years into the future, what do you hope Redmond is prioritizing? Think about actions, values, or issues the community could focus on.

Demographics

18. Which of the following best represents your racial or ethnic heritage? Please select all that apply.

- American Indian or Alaska Native
- Black or African American
- East Asian
- Latino/a/x
- Middle Eastern or North African
- Native Hawaiian or Pacific Islander
- South Asian
- White
- Open ended: please describe your nationality, race, ethnicity and/or underrepresented identity

19. What is your age?

Below 15 years

15 to 18

19 to 25

26 to 26

37 to 47

58 to 69

70 to 80

80 +

20. What is your household's estimated annual income? (open-ended)

21. What type of housing do you have?

I own my home

I rent my home

I'm staying with friends or family

I am unhoused

I prefer to describe myself: _____

22. How are you connected to the Redmond community? (Please select all that apply)

I live here

I work here

I worship here

I socialize here

I shop here (includes groceries, small stores, restaurants)

I go to school here

I access social services here

23. Would you like to enter our raffle? You'll have the chance to win \$50 sent via CashApp, PayPal, Venmo, or donated to a local non-profit on your behalf!

- Yes
- No

24. (If yes): Please share your contact information

- Name
- E-mail Address
- Cash-App account
- Pay-Pal account
- Venmo account
- Non-profit donation link:





Memorandum

Date: 3/22/2022
Meeting of: City Council Study Session

File No. SS 22-013
Type: Study Session

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Finance	Chip Corder	425-556-2189
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DEPARTMENT STAFF:

Finance	Kelley Cochran	Deputy Finance Director
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TITLE:
Revised Fiscal Policies

OVERVIEW STATEMENT:

The City’s Fiscal Policies have been reviewed and revised for the 2023-2024 budget process. Many of the edits represent clean-up, clarification, or updates. Following the March 8th Study Session, the City Council recommended a few changes to the Fiscal Policies, which are reflected in both attachments. The noteworthy edits to the Fiscal Policies are included in the first attachment (changes since the March 8th Study Session are redlined), and the redlined version of the Fiscal Policies is included in the second attachment.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

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

REQUEST RATIONALE:

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

OUTCOMES:

N/A

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:
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

Budget/Funding Constraints:
N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
3/8/2022	Study Session	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
4/5/2022	Business Meeting	Approve

Time Constraints:

With staff having commenced work on the 2023-2024 budget, the revised Fiscal Policies should be approved by April 2022. If needed, the Fiscal Policies can be revisited and revised before the 2023-2024 budget is adopted.

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Noteworthy Edits to Fiscal Policies
Revised Fiscal Policies (redlined version)

Noteworthy Edits to Redmond's Fiscal Policies

Operating Budget Policies

- 2f: The biennial operating budget should include any maintenance and operating costs associated with completed capital projects.
- ~~2m: The City will not use one-time resources to fund ongoing operating expenditures, unless temporary "bridge" funding is needed until an ongoing revenue source can be secured (e.g., Police body worn camera program).~~

Commented [CC1]: The Council decided to leave the existing policy as is.

Revenue Policies

- 3a: As permitted by state law, the City will strive to maintain a diversified revenue mix, encompassing elastic and inelastic revenues, to help manage the downside risks associated with economically sensitive revenue sources and to keep pace with expenditure growth.

Long-Term Debt Policies

- ~~7i: Revenue bonds are used to finance construction or improvements to facilities of enterprise systems operated by the City in accordance with the Capital Investment Program and are generally payable from the enterprise. No taxing power or general fund pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City's statutory debt limitation nor is voter approval required.~~
- 7k: No general obligation bonds issued for one or more capital projects shall exceed 50 percent of the total project funding without voter approval.

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Reserve Policies

- 8a: The City will increase its General Operating Reserve from 8.5% to at least 12% of total General Fund budgeted revenues in the current year, excluding beginning fund balance, development review revenues, and any significant one-time revenues, by the end of the 2023-2024 biennium. (Increasing it to 12% will help reach the 17% target recommended by GFOA, including the Economic Contingency.)

City Council approval is required prior to its use. In no event shall the General Operating Reserve be used to support City services longer than two years. If used, the City will endeavor to replenish the General Operating Reserve as soon as possible. Restoring the General Operating Reserve to its target level will constitute the City's first priority when there is a General Fund surplus at the end of a biennium.

- 8b: The City will increase its Economic Contingency from 4% to at least 5% of total General Fund budgeted revenues in the current year, excluding beginning fund balance, development review revenues, and any significant one-time revenues, by the end of the 2023-2024 biennium. This reserve shall be maintained to serve as a hedge against

economic fluctuations, to fund future one-time operational and/or capital needs, and to support City services on a temporary basis pending the development of a long-term financial solution. (Increasing it to 5% will help reach the 17% target recommended by GFOA, including the General Operating Reserve.)

City Council approval is required prior to its use. In no event shall the Economic Contingency be used to support City services longer than two years. If used, the City will endeavor to replenish the Economic Contingency as soon as possible. Restoring the Economic Contingency to its target level will constitute the City's second priority (after the General Operating Reserve, if it is below target) when there is a General Fund surplus at the end of a biennium.

- 8c: Any General Fund surplus at the end of the biennium will be used to meet reserve requirements first. Then, any remaining balance can be used to fund one-time operating and/or capital expenditures and to provide additional funding for the Capital Investment Program.

Accounting, Auditing, and Financial Reporting Policies

- 11c: Regular quarterly financial reports ~~will summarize~~ revenues and expenditures, ~~for major funds,~~ with a particular focus on the General Fund, will be prepared and presented to the City Council. If there is a significant economic downturn resulting in a revenue decline that cannot be absorbed within the adopted budget, then a monthly financial status report will be prepared and presented to the City Council for as long as deemed necessary.

FISCAL POLICIES

CITY OF REDMOND, WASHINGTON

1. General Financial Goals

- a. To provide a financial base sufficient to sustain municipal services to maintain the social well-being and physical conditions of the City.
- b. To be able to withstand local and regional economic trauma, to adjust to changes in the service requirements, and to respond to other changes as they affect the community.
- c. To maintain an excellent credit rating in the financial community and assure taxpayers that Redmond city government is maintained in sound fiscal condition.
- d. To consider and provide for the needs of future generations in the Redmond community.

2. Operating Budget Policies

- a. The ~~base~~ operating budget is the City's comprehensive two-year financial plan which provides for the desired level of city services as defined by the City's priorities. A budget will be developed every two years using a "budgeting by priorities" process.
- b. The goals of the budget process are:
 - Align the budget with ~~citizen~~ community priorities
 - Measure progress towards priorities
 - Get the best value for each tax dollar
 - Foster continuous learning in the City
 - Build regional cooperation
- c. The development of the operating budget should reflect sustainable levels of service.
- d. "One-time" expenses require specific authority to be carried forward into subsequent budgets.
- e. Revenues and expenditures for the General Fund and all major operating funds shall be projected for the current biennium and the ensuing four years.
- f. ~~Biennial operating budgets should provide for design, construction, maintenance and replacement of the City's capital, plant, and equipment consistent with the Capital Facilities Plan including the related cost for operating such new facilities. The biennial~~

Commented [CC1]: Moved from Expenditures Policies section (4a).

operating budget should include any maintenance and operating costs associated with completed capital projects.

~~g.~~ The City will maintain all its assets at a level ~~such that it~~ that protects the City's capital investment and minimizes future maintenance and replacement costs.

~~h.~~ The City will maintain an equipment replacement and maintenance needs analysis for the life cycle of the equipment and will update this projection every two years consistent with budget development.

~~i.~~ All general government current operating expenditures will be paid from current revenues.

~~i.~~ Reports on revenues and expenditures will be prepared on a timely basis monthly and reviewed quarterly by the City Council.

~~j.~~ The city will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.

~~k.~~ The City of Redmond defines a balanced budget as current biennium budgeted revenues (including fund balances) ~~are being~~ equal to or greater than current biennium budgeted expenditures.

~~l.~~ The City further defines a structurally balanced budget as ~~current~~ ongoing budgeted revenues (~~without including~~ excluding fund balances) ~~as being~~ equal to or greater than ~~current~~ ongoing budgeted expenditures.

~~m.~~ The City will not use one-time ~~revenues resources for to fund ongoing~~ operations ~~operating costs.~~

~~n.~~ All supplemental appropriations requests for programs (~~appropriations requested after following the adoption of the original budget is adopted~~) will be considered based on need and as a result of changes since the adoption of the biennial budget including the availability of a new revenues funding source (such as e.g., unanticipated grants). ~~All supplemental appropriations will conform to the budget process for the biennium.~~

o. Budget Calendar

- ~~In order to facilitate and implement the budget process, the~~ The Mayor will propose a biennial budget calendar ~~at by~~ the first regular City Council business meeting in April in every even year.

Commented [CC2]: Deleted because financial reporting is addressed in 11c.

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Commented [CC3]: Not sure what this means. Supplemental requests require Council approval via a budget amending ordinance, but the internal review process doesn't seem to be very well defined.

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- The calendar will be comprehensive in nature and generally provide for a process that resembles the Best Practices for municipal budgets as published by the Government Finance Officers Association.

3. Revenue Policies

- a. ~~As permitted by state law, the~~ City will strive to maintain ~~as a~~ diversified and stable a revenue ~~system mix, encompassing elastic and inelastic revenues, as permitted by state law to help manage the downside risks associated with economically sensitive revenue sources and to keep pace with expenditure growth, shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn.~~ To pursue this policy goal, the City Council will consider revenue changes ~~in the context as part~~ of its review of the City’s Long Range Financial Strategy ~~each biennium.~~
- b. ~~Because revenues, especially those of the General Fund, are sensitive to both local and regional economic activities, revenue estimates provided to the City Council shall be conservative. To minimize the impact of an economic downturn on service levels, conservative revenue estimates will be developed for economically sensitive revenue sources.~~
- c. The City will estimate its biennial revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association. Economic assumptions will be ~~based on~~ influenced by reliable and relevant sources such as the Washington State Economic and Revenue Office of Forecast Council and the King County Office of Economic and Financial Analysis.
- d. The City will project revenues for the next six years and will update this projection biennially. This projection will be consistent with policy 2d above and the overall “price of government” as described in the ~~Long Range~~ Long-Range Financial Strategy.
- e. The Finance Department will ~~biennially review and make available~~ present to the ~~Finance, Administration and Communications Committee~~ City Council an analysis of each potential major revenue source ~~as part of the biennial budget process before going to the full City Council for review.~~
- f. The City will refrain from making budgetary decisions (specifically allocating resources to be expended) outside of ~~a the biennial budget process or the formal budget amendment process, as described by this policy (inclusive of the biennial budget as well as a formal budget amendment).~~
- eg. The City will establish all user charges at a level related to the cost of providing the service and within policy parameters established by the City Council.

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fh. In each odd numbered year, the City will review user fees to adjust for the effects of inflation and other factors as appropriate. The City will set fees for user activities, such as recreational services, at a level to support the direct and indirect costs of the activities in accordance with cost recovery policies adopted by the City Council.

gi. The City will set fees and user charges for each enterprise fund at a level that fully supports the total direct and indirect cost of the activities, including the cost of annual depreciation of capital assets. For rate modeling purposes, the City will utilize three financial tests: Net Income Test, Cash Flow Test, and Coverage Test, to evaluate revenue sufficiency. The results of these tests will be used in the rate setting process to ensure that the enterprise funds generate the appropriate level of revenue to satisfy all operating costs, cash obligations, and the debt coverage requirement of 1.2 times annual debt service.

4. Expenditure Policies

a. ~~The City budget will provide for a sustainable level of service as defined in the context of the budget process.~~

Commented [CC4]: Re-word and move to Operating Budget Policies section (2c).

b. ~~The City's operating budget will not use one-time revenues to support ongoing expenditures.~~

Commented [CC5]: This is addressed above in 2m.

ea. The City will maintain expenditure categories according to state statute and administrative regulation. Capital expenditures shall meet the requirements of generally accepted accounting principles (GAAP).

eb. ~~—~~The City will forecast its General Fund expenditures biennially for the next six years. The drivers and assumptions used in the forecast will be described.

ec. A cost allocation plan will be maintained and updated as a part of each City budget. The cost allocation plan will be the basis for ~~distribution of~~ distributing general government costs to other funds or capital projects (also known as indirect costs).

5. Capital Investment Budget Policies

a. The City will make capital improvements in accordance with an adopted capital investment program. Capital funding sources may be used ~~on~~for:

i. Capital projects that cost at least \$50,000 and have a useful life of at least five years; or

ii. Allowable non-capitalizable costs such as studies, plans, and monitoring of capital asset performance; or

iii. Allowable planning efforts resulting in specific capital improvements identified in the City's Capital Investment Strategy and approved by the Capital Investment Program Governance Committee.

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- i. ~~Non-recurring capital expenditures (such as capital projects):~~
 - a. ~~Qualifying non-recurring capital projects should be at least \$50,000 (or part of a system with a value of more than \$50,000); and~~
 - b. ~~towards an asset with a useful life of at least five years; or~~
 - c. ~~directly for related costs (such as studies, plans, monitoring of capital asset performance, etc); or~~
 - d. ~~planning efforts that result in specific capital improvements identified in the City's Capital Investment Strategy and approved by the Capital Investment Program Governance Committee.~~
- b. The capital investment program and the base operating budget will be reviewed at the same time to ensure that the City's capital and operating needs are balanced with each other and that the capital investment program is aligned with the City's other long-range plans.
- c. The City will develop a six-year plan for capital improvements, including related operations and maintenance costs, and update it every biennium. Capital expenditures ~~will be forecasted~~ will taking into account changes in population, ~~changes in~~ real estate development, ~~or and changes in relevant~~ economic conditions ~~of in~~ the City and the region.
- d. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval. The City will use intergovernmental ~~assistance~~ revenues and other outside resources whenever possible.
- e. All staff (FTEs) ~~related involved with a to~~ capital project ~~implementation~~ will charge their time directly to that capital projects ~~if provided that it is the projects are a~~ part of the Capital Investment Strategy and approved by the City's Capital Investment Program Governance Committee.
- f. The City will determine the least costly financing method for all new projects.
- g. The City will annually transfer; ~~annually~~, five percent (5%) of discretionary General Fund revenues ~~made up of one time and ongoing funds and plus~~ the pavement management contribution to the capital investment program as part of the City's biennial budget.
- h. The City will develop and maintain a "Capital Investment Strategy" (also known as the "Vision Blueprint") that ~~facilitates the planning for meeting~~ addresses the facility and

other capital needs of the community consistent with the City’s vision, comprehensive plan, and functional area plans (in that order).

- i. ~~Discretionary capital investment revenues collected from the five percent (5%) or more General Fund transfer and real estate excise tax will be utilized for capital improvements that support the vision of the city consistent with the City’s Capital Investment Strategy.~~
- j. Real ~~Estate estate Excise excise Tax tax~~ will be used for one-time capital project funding. ~~It will not be used for general maintenance of the City’s infrastructure, as allowed by law.~~
- k. A contribution (~~\$1.1 million~~) from sales tax on construction (~~\$1.59X,XX million in 2022~~), adjusted annually for inflation, will be transferred into the capital investment program for future replacement and major maintenance of the City Hall facility and systems.
- l. Applications ~~to receive~~for grant funding will only be submitted if the project receiving the funding is ~~a~~ part of the City’s Capital Investment Strategy and/or approved by the Capital Investment Program Governance Committee.
- m. The City will utilize the Business Fee and Tax Advisory Committee to advise the City on expenditures from the transportation surcharge portion of the Business Tax as outlined in City Council Resolution ~~Number No.~~ 1375.

Commented [CC6]: This is a duplication of 5g.

6. Short-Term Debt Policies

- a. Short-term debt ~~encompasses a payback period is defined as a period~~ of three years or less.
- b. The City may use short-term debt to cover temporary cash flow shortages, which may be caused by a delay in ~~receipting receiving~~ tax revenues or issuing long-term debt. The City will not use short-term debt for current operations.
- c. The City may issue interfund loans rather than outside debt instruments to meet short-term cash flow needs. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund’s current operations. All interfund short-term borrowing will be subject to City Council approval and will bear interest based upon prevailing rates.

7. Long-Term Debt Policies

- a. Long-~~t~~ Term debt ~~encompasses a payback period of is that debt which exceeds more than~~ three years.

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- b. The City will utilize long-term borrowing for capital ~~improvements-projects~~ that cannot ~~reasonably~~ be financed with available cash and/or anticipated cash flows on a pay-as-you-go basis ~~from anticipated cash flows~~.
- c. Current outstanding debt can be refinanced through issuing refunding bonds provided that the net present value (NPV) savings from securing lower interest rates is at least four percent (4%).
- d. The City will determine whether self-supporting bonds (such as special assessment improvement district bonds) are in the City's best interest when planning to incur debt to finance capital improvements.
- e. The City will not use long-term debt for current operations.
- f. The City will maintain proactive communications with the investment community, including the secondary market, about its financial condition. In addition, the City will follow a policy of full disclosure on its financial reports and the bond prospectus (also known as the Official Statement). ~~including proactive compliance with disclosure to the secondary market.~~
- g. General Obligation Bond Policies
 - 1. Every project proposed for financing through general obligation debt shall be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
 - 2. Bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed.
 - 3. Before general obligation bond propositions are placed before the voters, the capital project(s) under consideration should ~~have been~~ included in the Capital ~~Improvement-Investment~~ Program. The source of funds should describe the intended use of bond financing.
- h. Limited Tax General Obligation Bond Policies
 - 1. As a precondition to the issuance of limited tax (i.e., non-voted) general obligation bonds, alternative methods of financing should also be examined.
 - 2. Limited tax general obligation bonds should only be issued under certain conditions:
 - A project requires monies not available from alternative sources;
 - Matching fund monies are available which may be lost if not applied for in a timely manner; or

- Catastrophic conditions.

i. Revenue Bonds

1. Revenue bonds are used to finance construction or improvements to facilities of enterprise systems operated by the City in accordance with the Capital Investment Program and are generally payable from the enterprise. No taxing power or general fund pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City's statutory debt limitation nor is voter approval required.

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j. Financing of Lease Purchases

1. Under Washington State law, the public may vote to approve bond issues for general government purposes in an amount not to exceed 2.5% of assessed valuation. Within the 2.5% limit, the Redmond City Council may approve bond issues and/or lease purchases up to 1.5% of the city's total assessed value. In addition, state law provides for an additional 2.5% of assessed valuation for parks and open space purposes with a vote of the public.
2. Lease purchase financing may be used when the cost of borrowing or other factors make it in the City's best interest.

jk. Long-Term Interfund Loans

1. The City may ~~issue~~ utilize interfund loans rather than outside debt instruments as a means of financing to finance capital improvements. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's anticipated operations. All interfund borrowing will be subject to prior approval by the City Council and will bear interest based upon prevailing rates.
2. The decision to use interfund loans rather than outside debt will be based on which is deemed to be the most ~~cost effective~~ cost-effective approach to ~~meet city capital needs~~ finance capital improvements. Such an assessment will be reviewed by the City's Financial Advisor, who shall provide an objective analysis and recommendation to the City Council.

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- ~~kl. No general obligation bonds issued for a one or more capital projects of the City shall exceed 50 percent of the total project funding result in a debt to equity ratio of greater than 0.5 for the project without voter approval. All bonds shall include adequate financing to complete all phases of work (Item 5d), unless otherwise limited by law.~~

Commented [CC7]: Not sure how this statement adds value. Recommend deleting it.

Commented [CC8]: Recommend increasing this to 12% and increasing the Economic Contingency to 5%, which together equals the 17% target recommended by GFOA.

8. Reserve Fund Policies

- a. The City will ~~maintain a~~ increase its General Operating Reserve from 8.5% to ~~at least 8.5~~ 12% of the total General Fund budgeted revenues in the current year, excluding the

beginning fund balance, development review revenues, and any significant one-time revenues, by the end of the 2023-2024 biennium.

This reserve shall be created and maintained to:

- 1) Provide sufficient cash flow to meet daily financial needs.
- 2) Sustain City services ~~in the event of~~ when there is a catastrophic event such as a natural/manmade disaster (e.g., earthquake, windstorm, flood, and terrorist attack) or a major downturn in the economy.

City Council approval is required prior to its use. In no event shall the General Operating Reserve be used to support City services longer than two years. If used, the City will endeavor to replenish it as soon as possible. Restoring the General Operating Reserve to its target level will constitute the City's first priority when there is a General Fund surplus at the end of a biennium.

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- b. The City will increase its Economic Contingency from 4% to at least 5% of total General Fund revenues in the current year, excluding beginning fund balance, development review revenues, and any significant one-time revenues, by the end of the 2023-2024 biennium. This reserve shall be maintained to serve as a hedge against economic fluctuations, to fund future one-time operational and/or capital needs, and to support City services on a temporary basis pending the development of a long-term financial solution.

City Council approval is required prior to its use. In no event shall the Economic Contingency be used to support City services longer than two years. If used, the City will endeavor to replenish it as soon as possible. Restoring the Economic Contingency to its target level will constitute the City's second priority (after the General Operating Reserve, if it is below its target) when there is a General Fund surplus at the end of a biennium.

- c. Any General Fund surplus at the end of the ~~Biennium~~ ~~surpluses in the General Fund~~ ~~will~~ ~~biennium~~ will be used to meet reserve requirements first. Then, any remaining balance can be used to fund one-time ~~operations operating~~ and/or capital expenditures, ~~dedicated~~ and to provide additional funding for the Capital ~~Improvement~~-Investment Program, ~~or placed in an economic account if there are surplus balances remaining after all current expenditure obligations and reserve requirements are met.~~

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- d. A surplus is defined as the difference between the actual beginning fund balance and the originally budgeted beginning fund balance for the current biennium. It consists of ~~under-unspent budgeted expenditures from the prior biennium, which are not being carried over to the current biennium,~~ and ~~excess revenues over and above what was budgeted in the prior biennium over and above the amounts included in the biennial budget.~~

- d. ~~The City will also maintain an Economic Contingency to serve as a hedge against economic fluctuations, fund future one-time operational and capital needs or support City services on a one-time basis pending the development of a longer-term financial solution. The City shall maintain 4% of total General Fund budgeted revenue, excluding the beginning fund balance, development review revenue, and any significant one-time revenue as a target for the Economic Contingency.~~

~~This contingency shall serve as a hedge against underperforming revenue estimates with council's approval prior to its use. The City shall endeavor to support ongoing operations with ongoing revenues, but may use reserves on a one-time basis to support City services pending the development of a longer-term financial solution. However, in no event shall reserves be used longer than one biennium to support City operations. If reserves are used, the City will begin to replenish these reserves at the end of the biennium if a surplus exists, but no later than the biennium following their use.~~

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- e. ~~The City will maintain operating reserves in the following funds: 12% (55 days) for the Water/Wastewater Operations and Maintenance Operating Funds, not including excluding Metro-King County Wastewater wastewater Treatment treatment expenses; 3% for King County wastewater treatment; 5% for the Stormwater Management Operating Fund; and 12% for the Solid Waste/Recycling Fund. Theis operating reserves shall be created and maintained to provide sufficient cash flow to meet daily financial needs and will be based upon total operating expenses. The reserve requirement for the Water/Wastewater Operations and Maintenance Funds can be met by the fund balance of the rate stabilization fund.~~ For budgeting purposes, operating expenses will be ~~calculated based upon on~~ the funds' total expense budgets ~~in each fund,~~ excluding ending fund balances, capital purchases, and the current year's portion of principal paid on outstanding debt.
- f. ~~In order to~~To maintain the significant investments in utility capital assets, ~~there shall be a transfers will be made~~ from the utility ~~operations-operating~~ funds to the ~~corresponding~~ utility capital project ~~or reserve funds to be expended on for~~ future utility capital projects. The transfers will be ~~calculated based~~ on the current year's depreciation expense, less the annual principal payments on outstanding debt.
- g. The City will ~~establish-maintain~~ a revenue stabilization ~~fund-reserve~~ for the Water and Wastewater utilities. The required ~~fund-reserve~~ balance shall be set at 15% of the ~~total annually budgeted of~~ water and wastewater revenues collected through monthly rates, ~~excluding the portion of monthly revenues for~~ King County wastewater treatment ~~revenue.~~ The balance of this ~~reserve fund~~ can be utilized to meet the ~~operating~~ reserve requirement for the Water/Wastewater Operat~~ions and Maintenance~~ Funds. ~~Monies may be withdrawn from the~~The revenue stabilization ~~funds-reserve~~ can be used to supplement operating revenues ~~in years of when there is a revenue shortfall, s caused by reduced sales due related to weather, or restrictions on water use, a catastrophic event, or another cause (e.g., pandemic).~~ If used, ~~the~~ revenue stabilization ~~funds-reserve~~ will be replenished within four years ~~of a withdrawal.~~

~~Hh~~ Bond reserves shall be created and maintained by the Water/Wastewater and Stormwater Utilities in accordance with the provisions set forth in the bond covenants. These shall be in addition to the reserves described above.

i. The City shall additionally maintain the following Equipment Replacement Reserves ~~Funds~~:

- 1) Fleet Maintenance Reserve;
- 2) Fire Equipment Reserve; and
- 3) Capital Equipment Replacement Reserve for general asset replacement.

The Equipment Replacement Reserves ~~Funds~~ will be maintained at a level sufficient to meet scheduled equipment replacements ~~so as to sustain~~ that preserve an acceptable level of municipal services ~~and prevent a physical deterioration of City assets~~. An assessment of the ~~sufficiency adequacy of this these~~ reserves will be made during each budget cycle.

Commented [CC9]: Equipment deteriorates over its useful life. The reserve won't prevent physical deterioration.

j. The City shall also maintain ~~Reserve Funds as follows~~ the following Reserves:

- 1) All statutorily required reserve funds to guarantee debt service; ~~and~~
- 2) A vacation accrual reserve; and
- 3) A reserve to stabilize contributions to state retirement systems due to temporary fluctuations in state rates, ~~as necessary~~.

No reserve shall be established for sick leave. One-fourth of accrued sick leave is payable only upon qualifying retirement and is not considered material.

9. Investment Policies

The Finance ~~& Information Services~~ Director will biennially submit any recommended amendments to the City's investment policy to the City Council for review.

10. Special Revenue Fund Policies

a. In accordance with Generally Accepted Accounting Principles, ~~The the~~ City will establish and maintain Special Revenue Funds in accordance with Generally Accepted Accounting Principles which will be used to account for the proceeds of specific revenue sources that have restrictions on their use per state statute or City ordinance, resolution,

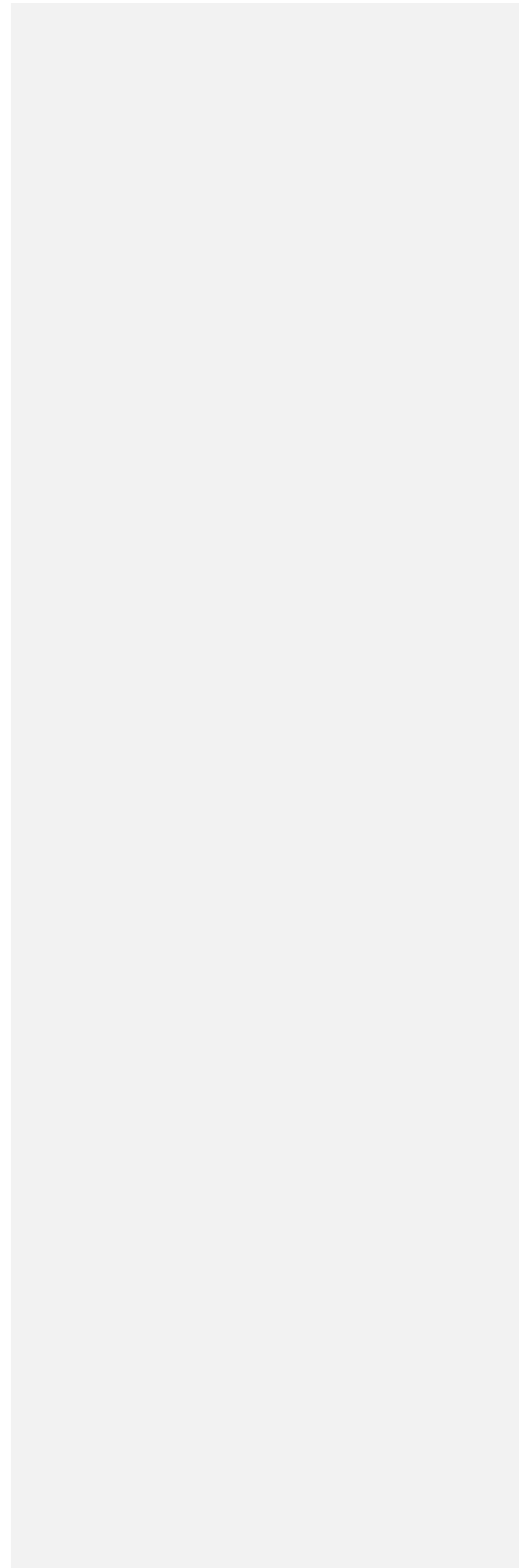
~~or executive order, to finance specified activities which are required by statute, ordinance, resolution, or executive order.~~

1) The City will comply with GASB Statement 54 which defines the appropriate use of Special Revenue Funds for reporting purposes. The City Council may determine to separate the General Fund into supporting “sub-funds” for budgeting and management purposes. These “sub-funds” will be combined for financial reporting purposes to comply with GASB Statement 54.

- b. Special Revenue Funds having biennial operating budgets will be reviewed ~~by the City~~ during the budget process.

11. Accounting, Auditing, and Financial Reporting Policies

- a. The City will establish and maintain a high standard of internal controls and accounting practices. The City budgets and accounts for revenues and expenditures on a modified accrual basis in its day to day operations.
- b. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting and the State of Washington Budgeting, Accounting, and Reporting Systems.
- c. Regular ~~quarterly financial reports summarizing revenues and expenditures, with a particular focus on the General Fund, will be prepared and presented to the City Council, monthly and annual financial reports will present a summary of financial activity by major types of funds. If there is a significant economic downturn resulting in a revenue decline that cannot be absorbed within the adopted budget, then a monthly financial status report will be prepared and presented to the City Council for as long as deemed necessary.~~ Such reports will be available ~~via~~ on the City’s website (www.redmond.gov).
- d. The annual financial report shall conform to Generally Accepted Accounting Principles and be in the form of an ~~an Comprehensive~~ Annual ~~Comprehensive~~ Financial Report as described by the ~~Government Finance Officers’ Association (GFOA)~~. This report will contain all required information necessary to comply with secondary market disclosures for outstanding bonds (see policy 7f above).
- e. A fixed asset system will be maintained to identify all City assets, their location, condition, and disposition.
- f. The City will ensure that ~~City its financial~~ records are audited annually ~~by the Washington State Auditor’s Office, and which will result in the issuance of a financial opinion.~~ The results of ~~such the audit are to will~~ be made available to the public via the ~~City’s~~ website.





Memorandum

Date: 3/22/2022
Meeting of: City Council Study Session

File No. SS 22-018
Type: Study Session

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Finance	Chip Corder	425-556-2189
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DEPARTMENT STAFF:

Finance	Kelley Cochran	Deputy Finance Director
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TITLE:
Revised Long-Range Financial Strategy

OVERVIEW STATEMENT:

The City’s Long-Range Financial Strategy has been mostly reviewed and revised for the 2023-2024 budget process. Some data and graphs still need to be updated. Many of the edits represent clean-up, clarification, or updates. The noteworthy edits are included in the first attachment, and the marked-up version of the Long-Range Financial Strategy is included in the second attachment.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Long Range Financial Strategy
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
The Long-Range Financial Strategy is the framework used to align the City’s current and potential financial capacity with the mix and level of services that address the community’s priorities on an ongoing basis and at an acceptable “price,” in terms of the taxes, fees, and charges paid to the City relative to the total community income (per capita income x population).

OUTCOMES:

N/A

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:
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

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
N/A	None proposed at this time	N/A

Time Constraints:

Need to finalize by March 2022, with staff having begun work on the operating budget.

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Noteworthy Edits to Long Range Financial Strategy
Revised Long Range Financial Strategy (redlined version)

Noteworthy Edits to Redmond's Long-Range Financial Strategy

Foreword

- **Addition (p.2):** The budget should be predicated on what the community values economically, socially, and environmentally to meet the needs of the present without compromising the ability of future generations to meet their own needs. Budgeting by Priorities asks what the community desires based on their values.
- **Addition (p.2):** In this way, regardless of the City's ability to fund existing programs, an outcome-oriented approach will help ensure that results are sustainable, that funding is allocated to priority programs, and that a triple bottom line of economic, social, and environmental impacts is taken into account.
- **Addition (p.2):** Focus on aligning organizational resources to bridge the gap between present conditions and the envisioned future in the Community Strategic Plan.

Purpose and Background

- Our Vision for the Community and its Government
 - **Addition (p.5):** Redmond's neighborhoods are a key focus area in terms of maintaining the public infrastructure and expanding it, if needed.
 - **Addition (p.6):** It is important to note that the Long-Range Financial Strategy update is being done in a time of economic and social stress as a result of the pandemic. However, Redmond has a history of conservative financial practices and economic resiliency that enables it to withstand downturns in the economy.

The Philosophy

- Balancing the financial burden on the community with the level of service
 - **Addition (p.8):** It is essential that the City continues to focus on the priorities of the people and businesses that live and work within its borders, especially in times of fiscal and social stress being felt currently and in the future.

The Strategy

- The Price of Government
 - **Recommended change question (p.10):** Including all City revenues in the "price of government" overstates the impact on most Redmond residents. For example, real estate excise tax is paid by home sellers only, development fees (including impact fees) are paid by developers or a very small segment of homeowners making improvements to their homes, and federal and state grants are funded by federal and state taxes respectively. **Should these revenues be backed out of the "price of government" calculation?**

- Revenue Philosophy
 - **Addition (p.11):** This philosophy encompasses a desire to build resiliency so that the City can adapt and grow through chronic stress to the system and to look at the triple bottom line of economic, social, and environmental impact when making decisions.
- Long-Range Financial Planning (Maintaining Reserves)
 - **Change (p.13):** The City’s revised Fiscal Policies call for at least a 12% General Operating Reserve and at least a 5% Economic Contingency. (Taken together, this change would align the City with the GFOA’s recommended target of 17%.)
- Budgeting by Priorities
 - **Addition (p.15):** The measures illustrate what the desired outcome of the priority is and how the City’s programs will move the community towards the vision as outlined in the Community Strategic Plan. It is the desire of the City to look at the triple bottom line approach as described earlier in this document.
 - **Addition (p.15):** In addition, the City’s financial condition is reflected in the City’s Annual Comprehensive Financial Report (ACFR).

Tools

- Budget Process
 - **Addition (p.19):** When the Preliminary Budget is presented to the Council, the Council’s questions and suggestions are captured in a working matrix for documentation purposes
 - **Addition (p.19):** When the Council adopts the Final Budget, all community and Council comments regarding the Preliminary Budget are documented in the Budget Adoption packet.
- Property Tax—Voted
 - **Addition (p.22):** There are two types of voted property tax levies: levy lid lifts and excess levies. Levy lid lifts can be used to fund operations or capital projects, and they have a simple majority voter approval requirement. Excess levies are used to pay the debt service (principal and interest) on unlimited tax general obligation (UTGO) bonds, which have been issued to fund one or more capital projects. They have a 60 percent voter approval requirement.
 - **Addition (p.22):** A new public safety levy lid lift needs to go to the voters in November 2022, because the revenue generated by the November 2007 levy lid lift no longer covers the costs of the services funded by the levy due to the 1.0 percent annual levy increase limitation.

DRAFT UPDATE ~~April August 2020~~ January 2021

Attachment A

Redmond's Financial Strategy A six-year long-range financial strategy

A joint work product of the Mayor and City Council
of the City of Redmond Washington

Revision Number 65

Originally Developed November 2005

Presented

Mayor Angela Birney

Draft Proposed to:

Finance, Administration and Communications Committee of the Whole

~~Vanessa Kritzer~~ Steve Fields, Chair – Finance, Administration and Communications
Committee of the Whole

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Foreword ¹

What is a long-range financial strategy?

The long-range financial strategy is the framework which the City of Redmond uses to align financial capacity with long-term service objectives. It encourages a deeper understanding of the City of Redmond service commitments to our [citizens community](#) and our plan to meet those commitments in a sustainable and responsible manner.

How does the development of this financial strategy help us?

A long-range financial strategy provides insights into future financial capacity so that strategies can be developed to achieve long term sustainability in light of Redmond's service outcomes and financial challenges. As a result, the City has shifted the manner in which we think about the budget. This shift moved us from a process that focuses on incremental cost to one that focuses on results. Our community understands what it expects from its city and our budget should directly focus on these expectations.

Why did we change the budgeting paradigm?

Local government fiscal environments are always changing. The traditional budget model, incremental budgeting focused on expenditures, leads to a spending profile that attempts to sustain existing programs and services, without the financial resources to support those services or the mechanisms to easily explain the need for new resources.

A budget should be predicated on what the community values economically, socially and environmentally to meet the needs of the present without compromising the ability of future generations to meet their own needs. Budgeting by priorities asks what the community desires based on their values.

Cities struggle to sustain programs when revenues do not keep pace with costs. A budget that first asks what results our community desires, stratifies those results in order of importance, and then allocates the limited resources across those results which is preferable to the traditional incremental cost approach. In this way, regardless of the City's ability to fund existing programs, an outcome-oriented approach will help insure ensure that the results that matter most are funded, that results are sustainable, that and funding is allocated to priority programs, and that a triple bottom line of economic, social and environmental impacts are taken into account.

What are the guiding philosophies for this long-range financial strategy?

1. Recognize that there is a limited amount of resources that any community wants to invest in its governmental services.
2. Acknowledge the relationships between taxes, the economics of businesses and individuals, perceptions, and the services delivered to the community.
3. Focus on aligning organizational resources to bridge the gap between present conditions and the envisioned future in the Community Strategic Plan.

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¹This forward is based in part on that which was included in the "Navigating the Rapids" documenting the City Council's Long-Range Financial Strategy dated November 2005. For more information on this previous work see Appendix B.

- 43. Continue to shift the City of Redmond’s financial planning towards service priorities and results in support of ~~citizen~~ the community’s expectations.
- 54. Define the priorities for services to be delivered from the perspective of the service recipient.

With these issues and philosophies in mind, the Redmond City Council, in partnership with the Mayor and the Directors Team, developed this long-range financial strategy. It is intended to be a working framework document ~~that is~~ and subject to frequent discussion and biennial review ~~with at least biennial reviews~~ minimum.

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Purpose and Background

Our Vision for the Community and its Government

The vision of Redmond is a connected community that enhances livability, sustains the environment and places Redmond as a leader locally, regionally and nationally. To fulfill our vision, the Mayor and City Council build relationships with the Community, serve on regional boards on behalf of the City or Sound Cities Association and represent the Community on policy issues. The creation and adoption of the Community Strategic Plan in 2019 and revised in 2020, maps key work plan elements and provides guidance for the City's work. The major initiatives include Housing Choices, Environmental Sustainability, Cultural Inclusion, Public Safety and Infrastructure along with It includes strategic initiatives with associated objectives, strategies, measures and actions that will be implemented within the community over a specific period of time. The Community Strategic Plan is an important building block in the City's overall planning framework.

Redmond city government is committed to engaging with the community as we strive to understand its needs and interests. -The work of the City isn't done in isolation. -This work occurs in the context of the role of a city as described by the State of Washington. -The Growth Management Act (GMA)² clarifies that cities are urban service providers. -The GMA calls for the setting of growth targets for cities as well as a planning model for providing services to meet resulting community needs and interests. -The adopted growth targets for core cities in King County calls for the absorption of Redmond call for 404% of the increased increase in population by 20530. -Of that increase, 67% is slated to occur in the urban centers of the Downtown and Overlake areas. Sixty percent of new commercial space is expected to occur in the urban centers as well. -As a result, our vision needs to preserve the character of our community while accommodating the growth ~~that~~ that is slated projected to occur.

~~The vision of Redmond is a connected community that enhances livability, sustains the environment and places Redmond as a leader locally, regionally and nationally. To fulfill our vision, the Mayor and Council build relationships with the Community, serve on regional boards on behalf of the City or Sound Cities Association and represent the Community on policy issues. The creation and adoption of the Community Strategic Plan in 2019 maps key work plan elements and provides guidance for the City's work. It includes strategic initiatives with associated objectives, strategies, measures and actions that will be implemented within the community over a specific period of time. The Community Strategic Plan is an important building block in the City's overall planning framework.~~

Consistent with the Community Strategic Plan, the City's infrastructure investments reinforce livability in the urban centers, Downtown and Overlake, as the primary growth areas and preserve the character of Redmond's residential neighborhoods. -Light rail will be arriving at stations in the Overlake and Downtown Urban Centers in 2023 and 2024, respectively, generating additional growth. -Also anchored by a new light rail station, the emerging urban center of Marymoor Village is further anticipated to add over 1,400 dwelling units and one million square feet of new office space by 2030. Redmond's neighborhoods are a key focus area in terms of maintaining to maintain and, if needed, expand the public infrastructure and expanding it, if needed that is already in place.

² Chapter 36.70A RCW

Development of the Downtown urban center is progressing, with thousands of new housing units having come online and many hundreds more programmed over the next several years, complemented by strategic investments in the new Downtown Park and reconfiguration of Redmond Way and Cleveland Streets. Planning efforts are currently focused on the City's Comprehensive Plan update through 2050.

Overlake is thoughtfully evolving into the envisioned urban center. Major redevelopment of the Microsoft campus will generate new opportunities and new challenges for the city's infrastructure and services as more than an estimated 8,000 new jobs are located in the area. Other large projects like Esterra Park, for example, have seen this largely suburban area start to take on a more urban feel, replete with needs for large-scale infrastructure investments much like the recently-completed regional stormwater vaults, and the construction of the pedestrian bridge over State Route 520, and as well as other infrastructure investments by other entities, such as Sound Transit.

The Comprehensive Plan, which is currently being updated, articulates the vision for growth in our centers that is supported by state law, regional planning approaches, several functional area plans, and numerous project-specific efforts that implement our vision. Currently, Planning efforts are focused on the Comprehensive Plan vision for Redmond 2050. It is important to note, that the Long-Range Financial Strategy update is being done in a time of economic and social stress as a result of the pandemic. However, Redmond has a history of conservative financial practices and built economic resiliency that enables the City to withstand downturns in the economy.

Why we maintain a Long-Range Financial Strategy

Cities operate in a continuum of intended financial stress. By design, cities are challenged to meet a wide range of community needs and desires while utilizing as little of the community's resources as possible. This stress is evidenced by the on-going debates over what services and levels of those services are really needed by the community and how much should they have to pay (in taxes and in other forms) for their city government to provide these services. A budget is the political process where these policy issues get debated and resolved.

In order to accomplish this important policy responsibility, the City can look to "best practices" for guidance in how to do it well. The Government Finance Officers Association is a recognized leader in such matters. Their best practice, for "Long Term Financial Planning"³ states that "financial planning is the process of aligning financial capacity with long-term service objectives" (emphasis added). To state it another way, providing sustainable, long-term services requires sound financial planning. The intent of the Long-Range Financial Plan Strategy (LRFS) is to insure ensure smooth, uninterrupted delivery of services into the future.

The LRFS will evaluate the city's financial planning goals of the city's financial planning, the tools available to the City to do this work, and the results of how we intend to use these tools to manage this important responsibility.

A brief history of the Long-Range Financial Strategy

Redmond's LRFS got its start in 2005 when some members of the Redmond City Council felt the need to clarify policy guidance for future budget development. At the time, the subtitle of the LRFS was "Navigating the Rapids" referring to the challenges of keeping the city's fiscal ship afloat (and avoid the

³ Long-Term Financial Planning - Best Practice, approved by GFOA's Executive Board: February 2008

known problem areas ahead). -There was significant concern that fiscal stress was going to be severe for the next biennial budget. -The [City](#) Council wanted to prepare for the upcoming budget process, in part, by having the policy discussions about level of service and amounts of needed community revenue early. One aspect of this approach was to advise the Mayor (who is charged with proposing a preliminary budget from which the [City](#) Council's work would start) of the policy parameters that [City](#) Council preferred.

While the initial effort accomplished the goal of clarifying policy intent, it did not result in some of the desired organizational changes. -The budget process was largely consistent with past efforts (focusing on incremental costs and not adequately addressing community outcomes). -The clarification of policy intent was more instrumental in the 2008 budget process (for the 2009/2010 biennial budget). -It was then that many of the tools and processes cited in the current LRFS got their start.

Another outcome from the development of the LRFS was a clarification of the revenue options available to the City and when the [City](#) Council might find it advisable to make changes to the revenue profile. Examples of resulting changes include submitting a property tax levy lid lift to the voters (passed in 2007) and other changes in taxes and fees which were at the [City](#) Council's discretion. -A more complete history of the LRFS and the changes in the revenue profile can be found in Appendix A.

The Philosophy

Balancing the financial burden on the community with the level of service

The City of Redmond believes the city exists to deliver our community's priorities in support of a dynamic Redmond⁴.

In order to excel at service delivery, the city requires resources. -These resources come primarily in the form of taxes and user fees (representing 20% and 25% of total resources respectively). Balancing the amount of resources required with the value of the services provided is an important policy responsibility of the Redmond City Council.

In their book, "The Price of Government, Getting the Results We Need in an Age of Permanent Fiscal Crisis"⁴, David Osborne and Peter Hutchinson suggest that finding the right "price of government" is the policy art-form of balancing revenue requirements with real community needs. They observe that if the "price" is too high then communities will object to the high tax and fee rates. -If the rates, and resulting resources, are too low then the services being provided will likely not meet community expectations. Finding this right "price of government" is a key policy obligation of the eCity.

Also note, Osborne and Hutchinson include the phrase "an Age of Permanent Fiscal Crisis" in the title of the book. -This is recognition of the ongoing challenge of making the case for local government resources with a skeptical public. -The tension between finding the right "price" and addressing the right levels of service for community priorities is healthy but difficult. While there may (or may not) be a "permanent fiscal crisis," the City of Redmond recognizes the importance of building strong credibility with our community with regard to spending community resources on outcomes that matter to them. It is essential that the City continues to focus on the priorities of the people and businesses that live and work within its borders, especially in times of fiscal and social stress being felt currently and in the future.

Being intentional in how the revenues are structured

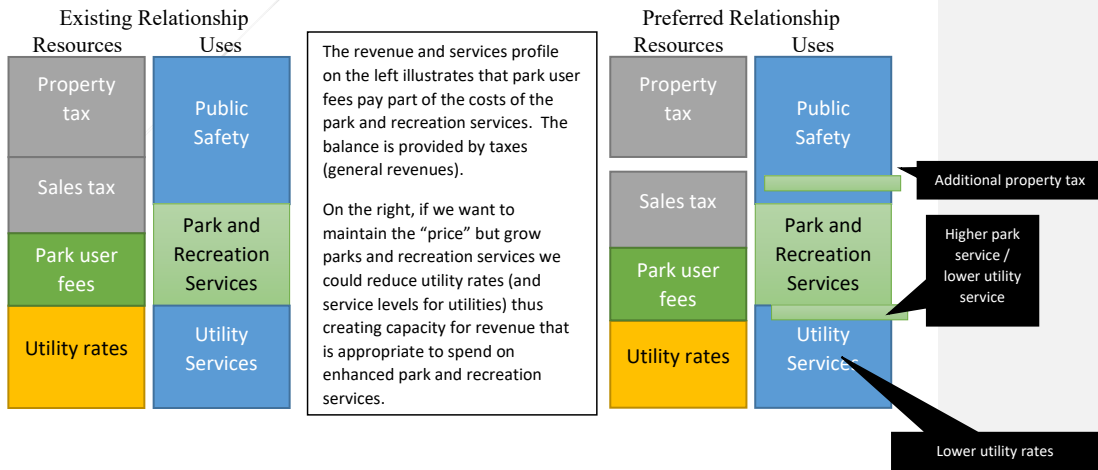
The "Price" is made up of all the resources available to the city, not just taxes. -From a ~~citizen or business~~ taxpayer perspective, there is no clear distinction between many of the different taxes or fees collected by the city. -They all add up to represent the financial burden on the community for the provision of services. In one respect, the City has very limited options for its tax related revenues. -Within the constraints of state law (and some federal laws) the city is confronted with several limitations and procedural requirements as to how it can raise tax revenues. -User fees (such as utility rates or park user fees) generally experience fewer imposed constraints by other levels of government. - Additionally, the uses of certain taxes and fee revenues are restricted to certain types of services to be provided by the city. For example, water rate revenues can only be used for those costs associated with providing water service to the community. -A tax related example is the ~~lodging tax~~ use of taxes on transient lodging (hotel/-motel tax), which is restricted to tourism promotion, acquisition of tourism-related facilities, and operation of tourism-related facilities ~~enhancing the attractiveness of additional transient lodging activity.~~

In a different respect, however, the City Council has significant discretion in aligning the levels of taxes and fees with the corresponding level of city services. -For example, if the city had a very high level of water service (and corresponding higher rates), it could choose to forgo future increases in water rates (or even lower the water rates) and lower the amount or quality of water related services to the community. This revenue capacity (from a community wide perspective) could then be shifted to an area where higher

⁴ "The Price of Government", Osborne & Hutchinson, 2004

service levels were desired. -This ability to manage the levels of service among city services by adjusting the corresponding tax and fee rates is an important consideration in structuring city revenues.

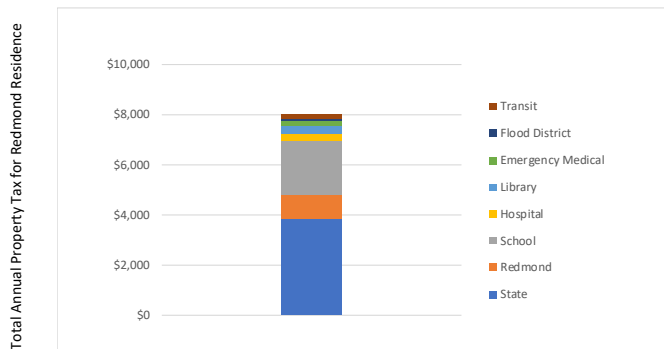
The following overly simplified illustration will clarify this point. -A historic relationship exists between the different revenue sources and their appropriate uses. -After some community input and policy discussion, the City Council can adjust the sources of revenues in response to the desired mix of services and service levels as illustrated on the right.



In addition, the City does not work in a vacuum of governmental service providers. Other levels and types of governmental agencies are also assessing taxes and fees of different types. King County, the Lake Washington School District, and the State of Washington are just a few of the other jurisdictions that levy some type of fee or tax on Redmond residents and businesses.

While the City of Redmond does not yield its responsibility to address the community services that the city provides, it is aware of how these different layers of governance interact. -The overall governmental burden on our community is important to understand. -The City may choose to interact with these other governments with regard to the overall mix of tax and fee burden while addressing community needs.

This illustration portrays the property tax burden on a typical Redmond resident as of for the 2020 tax year.



The Strategy

Community based budgeting – the context for our approach

The City provides services to the Redmond community. Some City services are required by state law, while other services are essential in an urban environment. -Additionally, the City provides optional services that are important to its residents and businesses.- In all cases, the services provided by the City should be of value to the community. -The City of Redmond uses a community-based budgeting approach that validates the use of public resources to meet community needs and interests. -It is likely that all elements of the community won't agree on the right set of services to be provided by the City. Therefore, the City should strive to find the right mix and level of services that address the majority of the community's interests.

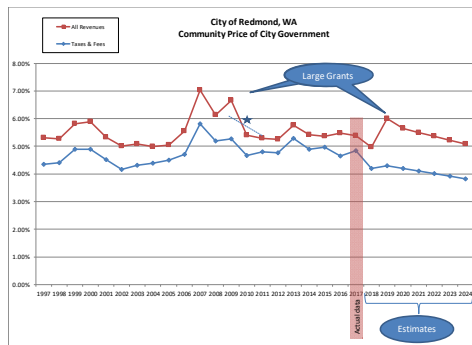
A community-based approach relies on good feedback from the community about what it wants from its City government. The City of Redmond will work to maintain strong feedback from the community, in a variety of forms, as the basis for its spending choices. The resulting financial plans should illustrate how this community input results in the spending choices made by the City.

The Price of Government

Osborne and Hutchinson devote a significant amount of space in their book to finding the right "Price of Government". -As previously described, the right "price" is essential to maintaining support for the level of services provided to the community. -To arrive at a "price of government" they divide all the governments' revenues by "community income" (per-capita income times the population). The resulting ratio reflects how much of the community income is invested by that community in city services.

In Redmond, we have analyzed the "price" going back to 1997. The chart depicts that ratio over time broken into three different types of city revenues. Each layer is additive such that the total "price" is typically between 5% and 6% of community income. -A few exceptions occur in the form of large one-time contributions or spikes in the economy as described in the chart.

The analysis of the "price" looks primarily at the City's own history rather than at comparisons or external benchmarks. -Each city is unique and attempts to compare among cities are frustrated by these unique characteristics.



A sense of the total burden of City revenue on the Redmond community helps the "how much revenue is enough" policy discussion that every city council should have. In Redmond, the City Council has evaluated this data and determined that the "right price of Redmond City government is between 5% and 5.5% of community income. This numberpercentage can vary significantly depending up-on the economic conditions (e.g., high level of development activity or disruption caused by a pandemic) the City, may find itself in, keeping in mind the economic recovery efforts currently being discussed.

Note that the analysis above projects the "price" out into the future. -The up-tick in the price in 2016 is attributable to one-time revenues (real estate excise tax and impact fees) from the development surge the

Commented [CC1]: Recommend redefining what revenues are included in the price of government. For example, consider excluding REET and development fees, which are paid by a very small percentage of residents. Recommend excluding grants (e.g. CARES Act and ARPA) too.

City experienced. Other drivers such as the Microsoft development agreement for the redevelopment of the company's campus and the Sound Transit light rail construction will also figure into the price.

A sense of the anticipated burden on the Redmond community along with alignment to longer-term financial planning helps the City prepare for economic changes. The goal is to create stability for the community (as to the "price" and the services provided) and for the City as it works to provide financially sustainable services and amenities.

Revenue Philosophy

In addition to established financial-fiscal policies related to City revenues, the City Council has developed the following philosophy related to City revenues. These philosophies are intrinsic in City Council deliberations related to City revenues and are a foundation for establishing future and revised fiscal revenue policy. In this philosophy is encompassed a desire to build resiliency so that the City can adapt and grow through chronic stress to the system as well as and to look at the triple bottom line of economic, social and environmental impact while when making decisions.

- **Assess and maintain fair, equitable and stable sources of revenue**

Given the parameters in State law, the City needs to look for stable and progressive tax streams in the context of the price of government.

- **Prioritize less volatile revenues sources over revenues more sensitive to changes in the economic climate, such as sales tax and (particularly construction-related sales tax) on construction.**

Issues of volatility should be reflected in the decision-making process, whereas sources with a low volatility rating are prioritized. Core with core services should be being primarily provided funded by via revenue sources with lower that are less volatile. volatility.

- **The "total" tax bill should be considered when increasing rates**

When assessing total tax impacts to taxpayers, increases in non-general fund rates need to be included in the total cost. Additionally, broader tax and utility fee obligations imposed by all taxing jurisdictions should be considered, recognizing that Redmond has little control of these assessments.

- **Limits to Taxation-taxation**

There is an acknowledgement that there is a limit to total revenues available to operate Redmond city government. The residents are pressured by an increasing cost of living from many factors, plus increases in taxes from other levels of government. There should be an appropriate and community-accepted "price of government-government" expressed as a percentage of personal income⁵ and a shared understanding of the impacts of the price of government falling too low.

There should be a clear "value proposition" which enables the evaluation of the benefit received for being located in Redmond versus the cost of doing business in Redmond. There is a risk that increasing the cost of doing business in Redmond will cause businesses to move or shift some of their functions to other locations. If tax and fee increases are too significant, the result could cause a net decrease in revenue.

- **Voters should be asked to approve tax increases when the proposed increase is above historical rates**

It is the policy of the City of Redmond to fully include Redmond tax-payers in deliberations over service level options and tax rate increases, particularly where tax rates approach the limits of the acceptable price of the services the City intends to provide with those tax revenues.

⁵ See Appendix for how the "price of government" is determined

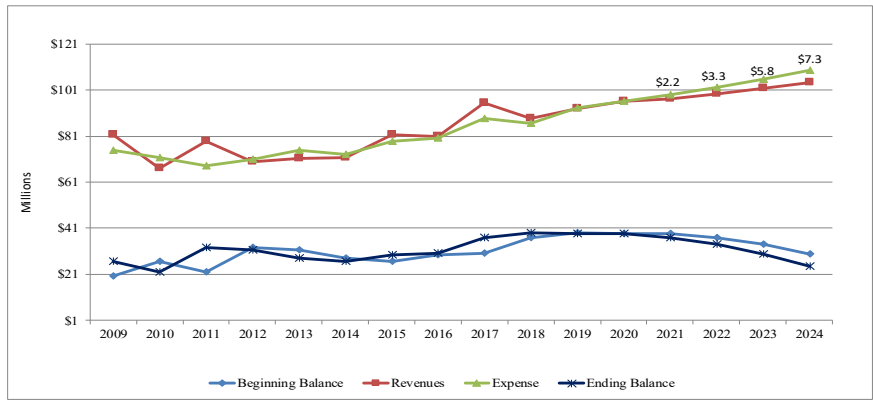
• Assess regional approaches to funding capital improvements

To achieve high value for the dollars invested, apply a more regional approach by leveraging internal dollars with those available from other governments and organizations through grants and partnerships.

Long-range financial planning

The GFOA's best practice cited earlier calls for governments to plan "five to ten years into the future." In their book, Osborne and Hutchinson recommend a "five by five" where five essential numbers are forecasted five years into the future (the 5 essential numbers are beginning fund balance, revenues, expenditures, net difference and ending fund balance). The City of Redmond has been developing a long-range financial plan for several years now. This plan is the basis for illustrating the interconnection between revenues, anticipated expenditures (to maintain current services) and the financial burden on the community (the "price"). The most recent long-range financial plan is contained in the 2019-2021-2020-2022 adopted budget and is illustrated below:

City of Redmond, WA
LongRange Financial Strategy – 2021-2022 Budget



Commented [CC2]: Need to replace with updated graph in 21-22 adopted budget.

Commented [KC3R2]: Please ask Malisa where this graph is located.

Consistent with our adherence to other elements found in "The Price of Government" the City uses a "five by six" approach in its long-range financial plan. The five essential numbers over a period of six years to coincide with Redmond's biennial budget.

The long-range financial plan illustrates a common principle known as "the crossing lines." Commonly in local government, the incremental costs of doing business typically exceed the anticipated incremental revenues. Budgets balance these "gaps" every biennial budget cycle.

Financial planning goals

Managing the long-term financial well-being of the city is enhanced by consistent focus on certain goals. These include stability in resources, equity in the financial burden imposed on our community, sustainability of core programs and services, and others.

To meet these goals the City has adopted financial-fiscal policies. -These policies are found in each biennial budget (which is located on the City's web page – www.redmond.gov/budget). The City will review and update these financial-fiscal policies, if needed, each biennial budget planning period.

It is the intent of the City that the combination of the strategies contained herein and the financial-fiscal policies result in stable, long-term predictability of the City's revenue (tax) burden, services, and financial well-being.

Reserve level targets Maintaining Reserves

One way the City addresses the financial and service goals above is to preserve resources for unexpected circumstances such as economic downturns and natural calamities. -These resources, and their respective target levels, are found in the City's financial-fiscal policies. -Establishing these reserves is a GFOA best practice⁶. The City's financial-fiscal policies call for at least a 12.512% General Operating Reserve and at least a 5% Economic Contingency for general operations as well as various reserves levels for the utilities, capital equipment replacement, and debt service statutorily required reserve funds to guarantee debt service. -These policies are reviewed during each budget cycle. -The focus of the appropriate level of reserves is to provide for the continuity of operations where potential disruptions can come from economic seasons of distress to natural calamities.

Commented [CC4]: Recommend increasing the General Operating Reserve from 8.5% to 12% and the Economic Contingency from 4% to 5%, which together equals the 17% target recommended by GFOA. Strive to reach this goal by the end of the 2023-2024 biennium.

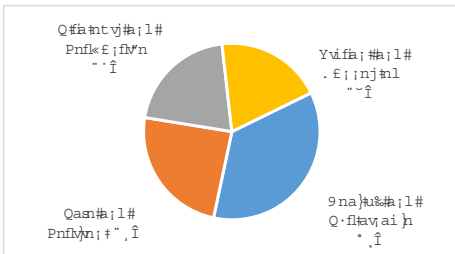
Budgeting by Priorities

The City uses a Budgeting by Priorities (BP) type budget. -This is also known as Budgeting for Outcomes. It is very similar as the methodology described in "The Price of Government" text.

Commented [KC5]: Please ask Malisa how we should handle this section.

In Redmond we use BP for several different reasons, including:

Focusing the budget on community priorities (not City departments) – Cities typically budget based on last year's funding levels (incremental budgeting) and around the construct of how they are organized (departments) rather than community needs (priorities). At the City of Redmond, several community meetings in 2008 formed the basis for the six priority areas which are the focus of the City's budget planning. These priority areas are depicted in the chart below (and illustrated in each budget) in a way that indicates the amount of community resources invested in each priority area.



Funding by Priority 2021-2022 Budget

The six community priorities are revalidated with each budget cycle through the annual-periodic

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⁶ Appropriate Level of Unrestricted Fund Balance in the General Fund - Best Practice, approved by GFOA's Executive Board: September 2015

~~citizens-community~~ survey (in 2019, 81% agreed that these remain the right priorities). During 2020, the priorities are being reevaluated and updated based on additional feedback from the community.

The City conducts community outreach each budget cycle to also gather feedback about what types of investments are desired within each of the priority areas.

Citywide Collaboration – Most city budgets are a “win-/lose” proposition. Departments are motivated to “win” more of the budget resources so that they can deliver more service. (The fact that departments are motivated to deliver more service is a positive testament to the desire for public servants to provide service). -However, this does not always result in the best overall outcome for the city. -Those that “play the budget game” better than others tend to get the resources.

Redmond uses BP to encourage a citywide approach to building “the best budget for the City”. -In this way we ask participants to think about the City as a whole and not just their program, service or department. We also ask staff to think about the budget from the community’s perspective. -This is unusual in local government budgeting as well. -In fact, budget offers (proposals) encourage interdepartmental cooperation to deliver value to taxpayers.

Increases the Level of Financial Awareness – As described below, the City uses Results Teams to help develop recommendations to the Mayor for the preliminary budget. These teams are made up of staff and community members who would otherwise not be exposed to the issues described in this financial strategy. The increased level of financial awareness helps sensitize City staff to the importance of using community resources as wisely and carefully as possible.

Value Delivered – As described next, BP is focused on value. Most budgets describe what is being spent. Few budgets describe what value is being delivered.

Buying Results

BP focuses on results. Briefly, staff and community Results Teams describe the types of results being sought. -These teams then evaluate budget proposals called Offers (as in an offer to deliver results) ~~as to determine~~ how well they illustrate the right results being delivered. The offers include a description of who benefits (the customer), what is being delivered, and why it is important to deliver this service to this customer ~~(what for who and why). All community resources approved for spending on community services and amenities has this type of explanation.~~

These offers are then scrutinized by the Results Teams as to how well they describe the benefits of funding the service outcomes in the context of the priority. -The Results Team provides candid feedback and a recommendation to the Mayor as to the priority outcomes to be funded. The Mayor has the ultimate responsibility to propose a balanced preliminary budget to the City Council⁷. -The City Council has the ultimate responsibility to adopt a balanced budget for the ensuing biennium⁸.

The “Value Proposition” (performance measurement)

In order to ensure the result being delivered is of the right quantity and quality, the City will use a robust performance measurement program, integrated with the budget offers. The “value proposition” has been defined as value = (quality + quantity) / cost. -For example: If the cost is constrained, typically the quality or quantity of a service will also be constrained.

⁷ RCW 35.33.055

⁸ RCW 35.33.075

The value of a budget proposal is illustrated within ~~each offer by the use of performance measures each priority.~~ -The measures illustrate what the desired ~~result of the offer is (on the right) and the intermediate results (or outcomes) need to achieve that result (progressively from the left)-~~outcome of the priority is and how the City's programs will move the Community towards the vision as outlined in the Community Strategic Plan. It is the desire of the City to look at a triple bottom line approach as described earlier in [this document](#).

~~The value of a budget proposal is illustrated within each offer by the use of performance measures. The measures illustrate what the desired result of the offer is (on the right) and the intermediate results (or outcomes) need to achieve that result (progressively from the left).~~

The City uses performance measures to evaluate the value being delivered to the community by each offer within the budget. Redmond aspires to use the analysis of the data contained in the models in an on-going assessment of the value actually being delivered to the community. -To this end, the City seeks to develop the means to adjust service delivery methods and quantities to meet the needs and expectations of the Redmond community.

Financial and Performance Reporting

The City has a long tradition of transparency and accountability. -Redmond publishes its financial results each month on its web site in a timely fashion. -The City provides an in-person review of financial results to the City Council each quarter (see www.redmond.gov/finance) and provides all its vendor payments (whether paid through check, wire transfer, or credit card) on its "open data portal" (see <http://data.redmond.gov>). ~~In addition, the City's financial condition performance is measured through reflected in the City's Annual Comprehensive Annual Financial Report (ACFR) and measurements such as the current ratio (current assets to current liabilities), debt service ratio, unrestricted fund balance, net position and the capacity for infrastructure investments.~~

Commented [CC6]: I find the following to be most useful in the ACFR: 1) fund balances (are they growing or declining?), 2) reserves, 3) and debt capacity.

The City has provided performance reporting as well. -Redmond staff aspire to provide performance reporting as thoroughly and frequently as appropriate as many of the performance indicators do not change much from month to month. -Reports will be focused on a citywide performance dashboard or measures illustrating the desired results at the overall priority level. Beyond that, reports will reflect the many indicators of successful results and/or gaps illustrated in the budget offers.

Capital Investments

One of the more important choices the city makes is investments in capital facilities. While the City provides services and programs, it also provides public facilities such as: parks and recreation centers, transportation systems (roads, sidewalks, trails and bikeways), utility infrastructure (water, wastewater and surface water systems), technology infrastructure and other amenities. Once created, these facilities need to be maintained in a safe manner and preserved to maximize the investment value.

Maintaining the prior investments

One of the top priorities of the City is to maintain the facilities that have already been developed. In the feedback from our community described above, the City consistently hears that maintaining the value of prior investments is very important to the Redmond community. In fact, maintaining what we have is consistently the top concern of our community with regard to capital investments. As a result, Redmond conducted a facilities strategic plan cataloging the maintenance needs of all city facilities which has been an integral part of future investments.

The Capital Facilities Plan as an element of the Comprehensive Plan

The [Comprehensive Plan](#) is a comprehensive land use policy described earlier in this strategy. The plan interprets the obligations of the City within the context of the state Growth Management Act (GMA)⁹. The plan adopted by the City describes how the City will manage the growth and provide the required amenities of a city under the GMA. An important element of the Comprehensive Plan is the permitted land uses around the City and how those land uses are to be enabled (and even prosper) by City investments in necessary facilities.

To make this connection between planned land uses, development of a city and the needed capital investments each Comprehensive Plan is required to include a [Capital Facilities Plan](#) (CFP)¹⁰. The CFP includes (a) an inventory of existing capital facilities owned by public entities, including locations and capacities; (b) a forecast of the future needs for such capital facilities; (c) proposed locations and capacities of expanded or new capital facilities; (d) at least a six-year plan that will finance such capital facilities within projected funding capacities including anticipated resources; and (e) a requirement to reassess the planned land uses if funding falls short of meeting needs. The CFP ~~is to include~~ utilities, transportation, and park and recreation facilities.

The City of Redmond embraces the opportunity presented by the GMA in both its management of the overall city planning as well as the CFP. Consistency with the Comprehensive Plan is the primary criteria for the development of the City's Capital Facilities Plan.

The Capital Investment Strategy

To realize the potential of the role that capital facilities can play in encouraging the type of development desired by the City and documented in the Comprehensive Plan, the City has created a [Capital Investment Strategy](#) (CIS). The CIS describes the long-term projects, costs, sequence, forecasted revenues, and strategic actions needed to deliver Redmond's long-term vision. While the Capital Facilities Plan under the GMA calls for a six-year plan of capital investments, the City of Redmond believes that looking six years into the future is not sufficient. The CIS planning horizon mirrors the Comprehensive Plan. As a

⁹ Growth Management Act – RCW 36.70A

¹⁰ CFP required under RCW 36.70A.070

result, the CIS includes ~~the~~ assessment of needed projects through 2030 to provide for the needed public facilities to support the land uses provided for under the Comprehensive Plan.

The CIS is the capital investment planning context for ~~the City's biennial budgets~~ and is used to provide the necessary analysis to construct the six-year Capital Investment Program (CIP). This element of the CIS will comply with state law regarding identification of the planned capital investments.

The Capital Investment ~~Plan~~Program

The City's biennial budget will include a Capital Investment Program. This plan, once approved by City Council as part of the budget, represents the anticipated capital investments for the next six years. The plan will be balanced with anticipated resources. In order to be included in the CIP, a project must cost \$50,000 or more, have a useful life of five years or more, be a cost directly related to a project and/or be a planning effort that results in a specific capital improvement.

The first two years of planned investments will be included in the appropriation ordinance approving the budget. As a result, ~~they require~~ no further ~~City e~~Council ~~approval~~ action is required prior to the expenditure of funds. The projects can take a variety of forms. For instance, a project may contain planning, design and construction elements of buildings or other infrastructure. Additionally, a project may provide funds leveraged with other partners to further the City's affordable housing goals. The CIP clearly illustrates the level of approval for each project.

In a similar fashion, in 2020, the City will be planning the long-term outlook for technology investments needed. These investments will include on premise and software as a service programs to further the City's technology goals.

Tools

Financial-Fiscal policies

As described above, the adoption of ~~finaneial-fiscal~~ policies is a best practice recommended by the GFOA. -The GFOA recommends that the policies include the following topics:

1. *General fund reserves.* Policies governing the amount of resources to be held in reserve and conditions under which reserves can be used.
2. *Reserves in other funds.* Policies for other funds (especially enterprise funds) that serve a similar purpose to general fund reserve policies.
3. *Grants.* Policies that deal with the administration and grants process.
4. *Debt.* Policies that -govern the use of government debt, including permissible debt instruments, conditions under -which debt may be used, allowable levels of debt, and compliance with continuing disclosure requirements.
5. *Investment.* Policies that provide guidance on the investment of public funds, including permissible investment instruments, standards of care for invested funds, and the role of staff and professional advisors in the investment program.
6. *Accounting and financial reporting.* Policies that establish and guide the use of an audit committee, endorse key accounting principles, and that ensure external audits are properly performed.
7. *Risk management and internal controls.* Policies that address traditional views of risk management and internal controls, as well as more modern concepts of enterprise risk management.
8. *Procurement.* Policies that are most essential for adoption by the governing board in order to encourage efficient, effective and fair public procurement.
9. *Long-term financial planning.* A policy that commits the organization to taking a long-term approach to financial health.
10. *Structurally balanced budget.* Policies that offer a distinction between satisfying the statutory definition and achieving a true structurally balanced budget.
11. *Capital.* Policies that cover the lifecycle of capital assets, including capital improvement planning, capital budgeting, project management, and asset maintenance.
12. *Revenues.* Policy guidance through the designing of efficient and effective revenue systems that guarantee the generation of adequate public resources to meet expenditure obligations.
13. *Expenditures.* Policies addressing a range of issues around how the money is expended, including personnel, outsourcing, and funding long-term liabilities.
14. *Operating budget.* Policies that describe the essential features of the budget development process ~~and form~~, as well as principles that guide budgetary decision making.

Governing Magazine (an authoritative resource for local government management) publishes "[Guides to Financial Literacy](#)." In ~~their~~ volume 2, they identify the adoption of financial policies as a way to improve organizational financial health.

The City will review its ~~financial-fiscal~~ policies during each biennial budget cycle. -This review will start with a staff review, followed by a review ~~of~~ by the designated City Council Committee (currently the Finance, Administration and Communications (FAC) Committee) and, if changes are proposed by the FAC Committee, the full City Council.

The Budget Process

As described above, the City uses a Budgeting by Priorities (BP) ~~budget~~ process for all city resources. This includes operations as well as capital investments. -This approach helps ~~to~~ ensure that all community resources are invested in community programs, services or amenities in the context of community priorities and input.

The budget process is a key decision-making framework for any local government. The type of budget process helps determine how investing public resources align with desired outcomes. The City's use of BP requires more effort and time than the traditional incremental approach. However, as described above, the City uses a BP approach to achieve unique benefits as previously described.

Each budget cycle will start with the development of a calendar to describe the elements for that budget. The calendar will be reviewed by the Finance, Administration and Communications Committee and adopted by the City Council. The primary elements of the budget process in Redmond, in chronological order, are:

1. Development of a budget calendar with City Council approval
2. Initial community input, including a statistically valid community survey
 - a. Community input may also include other forms such as neighborhood meetings, focus groups, on-line feedback, etc.
3. Review of the Long-Range Financial Strategy and the Price of Government for resource context
4. Budget planning retreats – administrative and/or City Council retreats to set the policy guidance for the upcoming budget
5. City Council provides input to Mayor regarding overall policy approaches, allocation of resources, areas of emphasis for use in developing the preliminary budget.
6. Appointment of Results Teams – both staff and community teams
 - a. Results Teams develop preferred strategies to address priority areas
 - b. Capital Investment Strategy and Technology Strategy work products ~~is~~are also reviewed and updated at this time
7. Communication of parameters and instructions to staff for preparation of the budget and capital investment program
8. Development of budget offers
 - a. Preliminary review of offers
 - b. Final review and stratification of offers by the Mayor and Directors Team.
9. Mayor and Director's Team review budget programs
 - a. Includes discussions with each team
10. Mayor and Directors finalize Preliminary Budget
11. Preliminary Budget presented to City Council
 - a. Public hearing on Preliminary Budget (RCW 84.55.120)
 - b. City Council workshops to review and comment review and recommend changes and provide changes onto the Preliminary Budget
 - c. City Council's questions and suggestions are captured in a working matrix for documentation purposes
12. City Council accepts Mayor's recommendations and commences work on the final biennial budget¹¹
 - a. Public hearing on final biennial budget
13. City Council adopts Biennial Budget
 - a. All Preliminary Budget and Community and City Council comments regarding the Preliminary Budget are documented in the Budget Adoption packet.

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¹¹ RCW 35.33.061 Budget — Notice of hearing on final budget

14. Administration implements the Biennial Budget

An assessment of the effectiveness of the budget process is conducted at the end of each budget cycle with all the participants. The feedback helps inform changes for subsequent processes.- As a result, the above process is expected to change, to some degree, each budget cycle.

Revenues available to cities in Washington State

Development Fees

City Council supports the philosophy of full cost recovery for development fees. Development fees are to be updated annually for inflation and reviewed in each biennial budget cycle. A periodic review will be performed on the cost recovery basis for the fees.

Parks and Recreation Fees

City Council supports the pyramid methodology adopted in 2017 to set the levels of cost recovery for parks and recreation fees. City Council believes a basic level of park and recreation service is free (supported by tax revenues) and fees are a responsible and necessary supplement. In addition, programs that support the community as a whole should be tax supported while those that support individuals should be funded through fees. In terms of cost recovery, the larger the individual benefit the higher the cost recovery rate will be, taking into account considerations such as, economic climate, alternative providers and market rates. Finally, fee reductions will be available in the case of economic need.

Business & Occupation Tax – Gross Receipts Tax

~~Council~~ The City does not support alevy a Gross Receipts Business and Occupancy Tax. ~~Council believes that this type of taxation is counter productive to the goal of maintaining a positive economic climate in Redmond, utilizing instead but rather uses a business license fee coupled with and thea business transportation tax based on the number of full-time equivalent (FTE) employees per business (see below).~~

Business License Fee

City Council believes the concept of a business license fee based on Full Time Equivalent (FTE) employees is a positive structure based on relative business size. City Council will review the fees for inflationary increases during each biennial budget.

The Business Transportation Tax^{*}

The Business Transportation Tax is assessed in the same manner as the business license fee and shall be considered and adopted concurrent with the business license fee. These fees are to be updated annually for inflation in line with the budget.

Eligible uses of the Business Transportation Tax shall include all programs and services identified in the Transportation Improvement Program/Transportation Facilities Plan (TIP/TFP), including maintenance of transportation infrastructure and travel options programs, as well as expenses related to traditional transportation capital investments.

~~*note: Note that T~~ the Business Transportation Tax revenues do not go to the general fund, rather the revenues help fund and go directly to the Capital Investment Program or to the Transportation Demand Management (TDM) budget.

Utility Taxes

In 2006 the City Council increased the utility tax rate to the 6% of gross revenues of thefor electric, gas, and telecommunications utilities as allowed by law in 2006. (note: the utility taxes rate can exceed 6% with a vote of the people). City Council instituted a 3% utility tax on cable services in 2015 and then increased the tax it to the maximum allowed 6% in 2019.

City Council understands in the future that a utility tax could be levied on the City provided utilities (water, sewer, storm drainage). At this time, however, City Council does not generally support levying a tax on City provided utilities.

Property Tax – City Council Authority

City Council intends that the total price of government not exceed the policy boundaries discussed elsewhere in this document. To that end, alternative assumptions related to property taxes will be included in the long-range financial forecasts as part of this strategy. Adopting longer term thinking will enable the ~~council~~ City Council to balance the intent of keeping property taxes low with maintaining services within the overall price of government. A review of different scenarios will illustrate the overall effect of each assumption.

Property Tax – Voted

~~There are two types of voted property tax levies: levy lid lifts and excess levies. A remaining piece of the financial strategy is the option to present property tax options such as a levy lid increase to the Redmond voters. Levy lid lifts can be used to fund operations or capital projects, and they have a simple majority voter approval requirement. Excess levies are used to pay the debt service (principal and interest) on unlimited tax general obligation (UTGO) bonds, which have been issued to fund one or more capital projects. They have a 60 percent voter approval requirement. Additional options include providing voters with questions regarding use of property taxes to support specific capital improvements (i.e. tax supported bond proposals) or operating programs.~~

~~City Council placed a general levy lid lift increase before the voters on the ballot in November 2007, which was approved by voters, taking effective in 2008. The voters approved increases in the levy in was for the amount of \$5.446 million for in improvements in to fire, police and parks maintenance services. In August 2015, Additionally, council City Council placed two different six-year, limited term property tax initiatives before the voters on the ballot in the amounting of to \$.35 per \$1,000 of assessed value, on the August 2015 ballot. The Both measures, which would have provided for safety and park improvements, failed. The 2015 measures both fell short of the needed votes to pass.~~

~~A new public safety levy lid lift needs to go to the voters in November 2022, because the revenue generated by the November 2007 levy lid lift no longer cover the costs of the services funded by the levy due to the 1.0 percent annual levy increase limitation.~~

Parks Bond Measure

City Council has contemplated a ballot measure to fund Parks acquisition and development as a priority. The Parks Board and Parks & Recreation Department have been working towards identifying the proper levels of service and facilities needed to provide a regional and Redmond-centric park and recreation program. ~~On an interim basis,~~ The City has leased space to relocate Redmond's Community Center and is in discussions regarding the financing of a new Senior Center.

Transportation Bond Measure

City Council has identified mobility of people and property as a top priority and recognizes that adequate infrastructure adds to the economic vitality of the City. The City Council reserves the option to ask voters to support a transportation bond measure to secure funding to implement the Transportation Master Plan.

Other User Fees

The City will periodically review other fees and charges to ensure those costs for services have been taken into consideration in terms of its overall revenue strategy.

Additional Options

~~Other actions include a regular review of revenues consideration of a regular levy lid lift to stabilize property taxes and efforts with State Legislators to address additional revenue sources available to cities.~~

City Council could consider the formation of a Metropolitan Park District, which requires voter approval, as a funding strategy for regional park facilities, ~~which requires voter approval.~~

Commented [CC7]: Per footnote 1 on p.24, the total levy amount was \$4,458,964.

City Council could also consider a Transportation Benefit District as authorized by state law. The table on the next page illustrates the revenue options described above.

Revenue Source	Current Rate	Authority Limit	Indexed?	Decision Maker	Volatility Rating
Property Tax	\$1.09/\$1,000 of AV	1% year	No	City Council	Low
Limited-Duration-“Multi-Year Bump” Levy Lid Lift (can exceed 1% limitation for up to 6 consecutive years)	0	\$3.10 / \$1,000	Yes	Voters	Low
General-“Single Year Bump” Levy Lid Increase Lift (can exceed 1% limitation in first year of levy only) ¹	0	\$3.10/ \$1,000	No	Voters	Low
Utility Tax (Electric, Gas, Telephone, Cable) ²	6%	6%	No	City Council	Medium
Utility Tax on City Utilities ²	0%	None	No	City Council	Low
Sales Tax	0.85%	0.85%	No	City Council	High
Restricted Local Sales Tax	0%	0.1%-0.3%	No	Voters	High
Gross Receipts (B&O)	0%	0.2%	Yes	City Council	Medium
Business License Fee ³	\$50.00	None	Yes	City Council	Medium
Business Transportation Tax ⁴	\$67.00	None	Yes	City Council	Medium
Development Review Fees	Full Cost Recovery	None	Yes	City Council	High
Recreation Fees	Direct Cost Recovery	None	Yes	City Council	Medium

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¹ “General levy lid increases Single year bump” levy lid lifts have been approved by voters as follows:

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When	For What Purpose	Amount (Historical)
2007	Fire Service	\$2,201,858
2007	Police Service	\$2,051,300
2007	Parks Maintenance & Operations	\$205,806
1989	Parks Maintenance & Operations	\$300,000

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-These amounts are now part of the base city property tax levy.

² —The history of changes in utility taxes rate changes over the past twenty years includes shown below:

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When	For What Purpose	Service	Rate
2018 (ord. 2942)	Cable Services	Cable	6%
2014 (ord. 2769)	Cable Services	Cable	3%
2014 (ord. 2716)	Fire Suppression Services	Water	0%
2013 (ord. 2673)	Fire Suppression Services	Water	8.53%
2010 (ord. 2545)	Fire Suppression Services	Water	9.23%
2006 (ord. 2281)	General Government Purposes	Elec. Tele. Nat. Gas	6.0% (was 5.8%)
2004 (ord. 2239)	General Government Purposes	Elec. Tele. Nat. Gas	5.8% (was 5.5%)
1996 (ord. 1923)	General Government Purposes	Elec. Tele. Nat. Gas	5.5% (was 4.5%)
1995 (ord. 1867)	General Government Purposes	Elec. Tele. Nat. Gas	4.5% (was 5.5%)

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³ –The history of ~~changes in~~ business license fees ~~changes~~ over the past ten years ~~includes~~ shown below:

When	For What Purpose	Rate
2022 (ord. 3025)	General Government Purposes	\$52.00
2021 (ord. 3025)	General Government Purposes	\$51.00
2019 (ord. 2940)	General Government Purposes	\$50.00
2018 (ord. 2940)	General Government Purposes	\$49.00
2017 (ord. 2862)	General Government Purposes	\$48.00
2016 (ord. 2862)	General Government Purposes	\$45.00
2015 (ord. 2770)	General Government Purposes	\$42.90
2013 (ord. 2667)	General Government Purposes	\$35.00
2004 (ord. 2238)	General Government Purposes	\$28.25
2000 (ord. 2088)	General Government Purposes	\$12.50
1998 (ord. 2003)	General Government Purposes	\$10.00

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⁴ –The history of ~~changes in~~ business transportation tax ~~changes~~ over the past ten years ~~includes~~ shown below:

When	For What Purpose	Rate
2022 (ord. 3025)	Transportation Capital Improvements	\$70.00
2021 (ord. 3025)	Transportation Capital Improvements	\$68.00
2019 (ord. 2940)	Transportation Capital Improvements	\$67.00
2018 (ord. 2940)	Transportation Capital Improvements	\$66.00
2015 (ord. 2770)	Transportation Capital Improvements	\$64.00
2013 (ord. 2667)	Transportation Capital Improvements	\$57.00
2011 (ord. 2567)	Transportation Capital Improvements	\$56.00
1996 (ord. 1924)	Transportation Capital Improvements	\$55.00

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Other City plans in relation to the financial strategy

Within the context of the Comprehensive Plan are functional area plans. -These are detailed professional assessments of existing conditions, current and future facility needs, service targets, and projected funding to implement the Comprehensive Plan. These plans are adopted by the City Council and incorporated into the Comprehensive Plan’s Capital Facilities element by reference.

As an element of the Capital Facilities Plan, the functional area plans indicate anticipated future improvements to provide for the growth and development of the City. -They provide context for consideration of future investments in the development of the City’s Capital Investment Strategy.

Appendix A

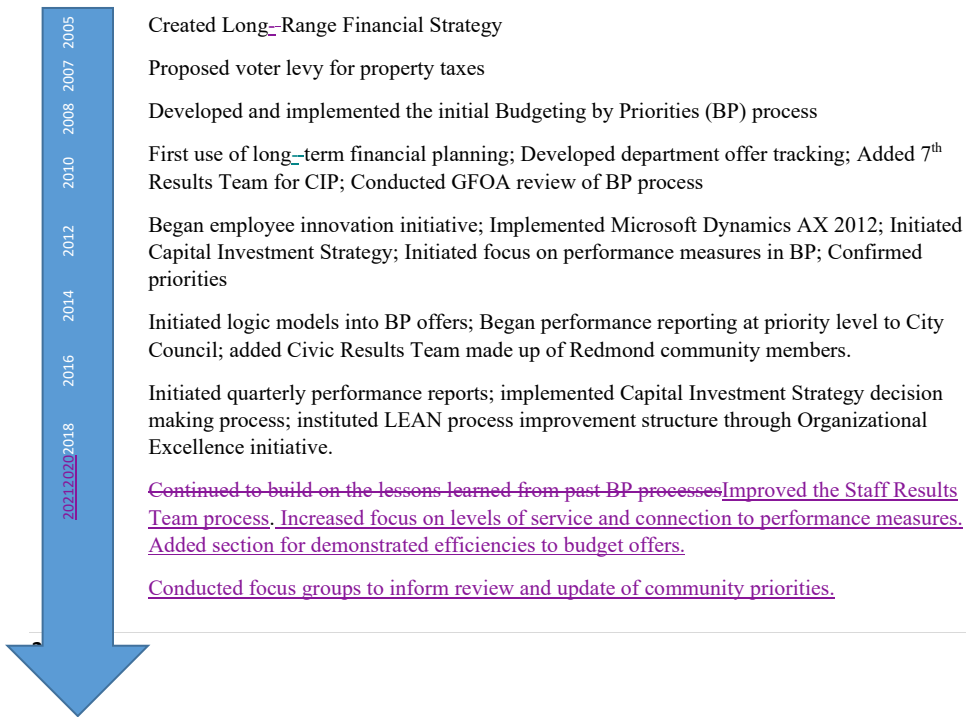
A more detailed history of the LRFS

In 2005 the Redmond City Council was advised by the administration that a period of unusual fiscal stress was approaching. -The City Council wanted to be proactive in addressing any challenges. -In addition, the City Council wanted to provide longer-term, strategic policy direction to the administration regarding financial matters. -The result was the development by the City Council's Public Administration and Finance Committee of the first Long-Range Financial Strategy.

Known at that time as "Navigating the Rapids", the strategy was intended to acknowledge that the expected fiscal issues were somewhat similar to navigating a waterway through a period of "rapids". The expectation was that while the upcoming fiscal stress may represent a limited period of time, the longer-term view was very important. -The City Council was concerned with the sustainability of its decisions over time and under different types of fiscal stress.

Once developed, the LRFS provided City Council with the context from which they would review proposals by the administration. -As documented in the revenue history above, the City Council has taken action several times since the initial LRFS to maintain a current revenue profile to provide for community needs. -The actions taken soon after 2005 are a direct reflection of the influence of the LRFS on the policy decisions made at that time.

~~Since then many changes have occurred.~~ -The chart below reflects the evolution of the City's financial management program in the context of the issues described within this document.



Updated community priorities, outcome maps and performance measures. Revised budget narratives and expanded community involvement in the Civic Results Team process. Added a section to the budget document to communicate the Business Technology Investment Program.

Improved reporting, communication, and budgeting processes for the Capital Investment Program.

Proposed voter levy for Public Safety.

The Price of Government (POG) Calculation

The price of government is the total city resources divided by community income. The 2018 price of government calculations are below.

Calculation Explanations

- Taxes make up 40% of all revenues. Other taxes include real estate ~~transfer-excise~~ tax, transient lodging tax, gambling tax and leasehold tax.
- Permits are primarily for development while licenses are primarily business licenses.
- User charges are the fees paid directly by beneficiaries of city services, including water, wastewater and surface water utility customers.
- Development user charges include such things as plan review, entitlements, etc.
- Intergovernmental covers capital grants and payments for intergovernmental services.
- Total resources are divided by community income.
- Community income is per-capita income times the population.
- Per-capita income is provided by the American Community Survey (a division of the US Census Bureau).
- Forecasts for future years use estimates from the State Office of the Forecast Council and the City's financial forecasts.

POG Calculation Components	2017
Taxes	\$75,508,267
Fees and Charges	\$102,365,539
Intergovernmental	\$17,152,510
Other	\$3,241,662
Total City Revenues	\$198,267,978
Community Income	
-Per Capita Income	\$61,166
-Population	\$60,168
Total Community Income	\$3,680,211,321
Price of Government	5.4%

POG Calculation Components	2019	Formatted Table
Total Revenue	\$239,676,521	

(less) Capital Contributions and Debt Proceeds	\$ (6,451,883)
-	\$233,224,638
-	-
Redmond Community Income	-
Per Capita Income (CPI-W Increase)	\$ 62,642
Population (1% Increase)	\$65,860
Total Community Income	\$4,125,584,996
-	-
Price of Government (All Revenue)	5.81%
-	-
Price of Government (All Revenue Less Capital Contributions and Debt Proceeds)	5.65%

Glossary of Select Terms

Best practice – Generally a point of reference for a recommended approach. Specifically the Government Finance Officers Association (GFOA) provides a variety of “best practices” as a result of research and analysis. The GFOA best practices are recommended by member committees and adopted by their executive board. -The GFOA best practices can be found at www.gfoa.org.

Budget by Priorities (BP) – Also known as Budgeting for Outcomes, this method of budget organizes the development, decision making and reporting around community priorities or desired outcomes.

Budget offers – A proposal for a program or service within the City’s BP system to accomplish specific results.

Capital Facilities Plan (CFP) – The CFP is a required element of Comprehensive Plans under the Growth Management Act. -The CFP is to identify existing facilities as well as the needed future facilities that enable growth and development consistent with the goals of the Comprehensive Plan.

Capital Investment Strategy (CIS) – A method to align necessary or desired capital projects that enable the City to pursue the goals of the Comprehensive Plan. -The difference between the CFP and the CIS is the length of the plan and the strategy to align funding with needed infrastructure investments.

Comprehensive Plan – The official land use plan of the City under the Growth Management Act in the State of Washington. -The Comprehensive Plan is the foundation of many other policy decisions including needed infrastructure to support growth, growth targets and strategies, and functional area plans to describe specific service needs.

Fund – A method of differentiating the financial activities from one purpose to the next. Funds are specifically used to segregate different resources and tracking that those resources were used on related expenditures. Examples of funds where the resources are restricted to a specific expenditure would be utility fund (water fund or stormwater fund), capital funds, and special revenue funds (hotel / motel fund, real estate excise tax fund). Examples of a fund where the restriction on use of resources is only limited to legal governmental purposes is the City’s general fund.

Growth Management Act (GMA) – A state law adopted in the mid-80’s setting the stage for much of the capital improvement budgeting and planning in Washington cities. For example, the GMA requires a Capital Facilities Plan to provide for infrastructure needs that enable the growth called for in the Comprehensive Plan.

Government Finance Officers Association (GFOA) – An international association of finance professionals providing research, guidance, consulting services and other resources to enable and improve the quality of financial management within state and local government. The GFOA has a membership of about 18,000. www.gfoa.org

Infrastructure – Term used to capital assets intrinsic to systems. In this context, infrastructure refers to streets, roadways, sidewalks, trails, parks, utility systems and other capital assets required to enable the related services.

Long Term Financial Planning (LTFP) – A method of budget planning extending at least two years beyond a budget period. GFOA recommends LTFP of at least five years. -The Price of Government authors recommend a LTFP of five years (in their “five by five” description.)

Long-Range Financial Strategy (LRFS) – A summary of history, philosophy, high level choices and policy guidance adopted by the City Council to provide clarity and advice to the City administration and the community regarding the City's fiscal affairs.

Mission – A statement of purpose for an organization.

Navigating the Rapids – The title to the 2005 version of the Long-Range Financial Strategy referring to the anticipated fiscal challenges of the period.

Price of Government – The amount that a community is willing to pay for governmental services. Mathematically it is total city resources divided by total community income.

Results Teams – Part of the ~~BP~~ budget approach. Results teams provide advice to the Mmayor in developing the preliminary budget. Results teams are made up of ~~a either~~ cross department city ~~s~~Staff Results team and and/or community membersCivic Results Team.

The Price of Government – A book written by David Osborne and Peter Hutchinson which is the basis for much of the City of Redmond's approach to financial management. The Price of Government can also refer to the amount a community pays for the services it receives.

Vision – A statement of future intent for an organization. The vision of the City of Redmond is: A connected community that enhances livability, sustains the environment and places Redmond as a leader locally, regionally and nationally.

Commented [KC8]: is the most recent version of the vision?



City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 3/22/2022

Meeting of: City Council Study Session

File No. SS 22-021

Type: Study Session

Council Talk Time