



1



2

- 11,000 residents
- 18,000 jobs
- Largest Manufacturing Center in Pierce Co.
- 3 freeways
- 2 rivers
- 2 rail lines
- Sounder Station
- Largest YMCA in Washington



3

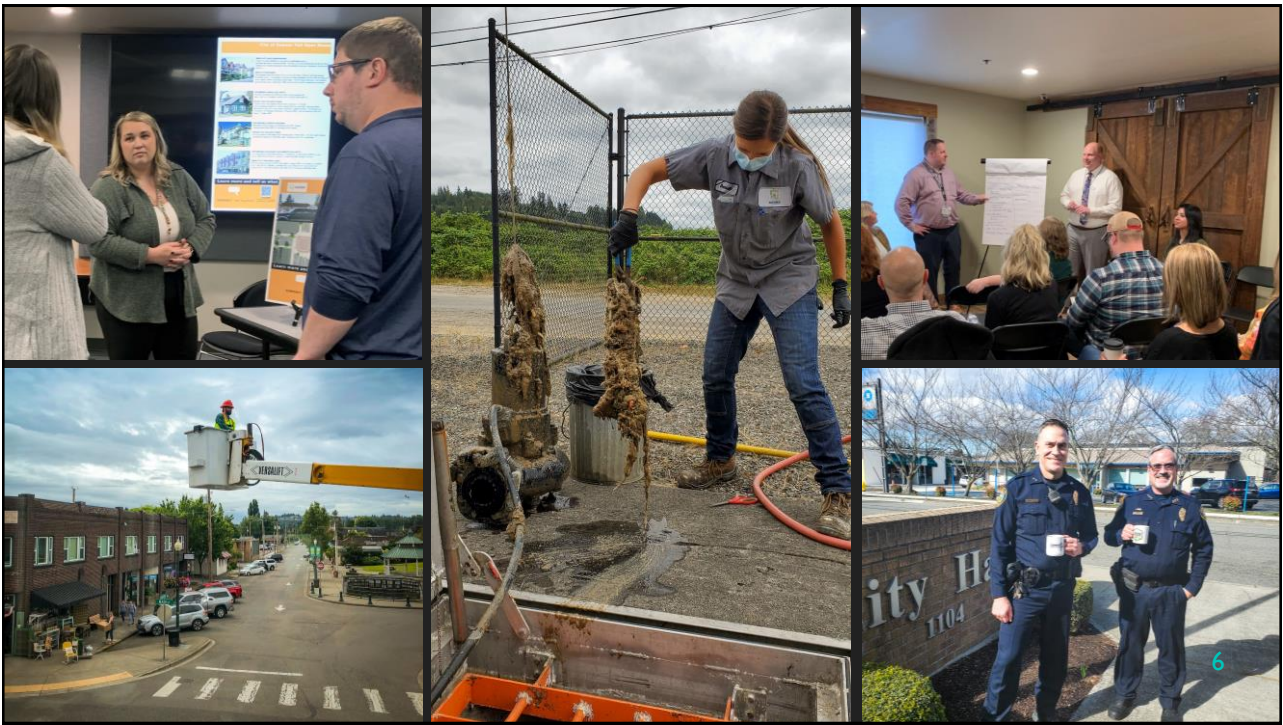


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8

**A budget is not about numbers; it's about knowing what you want to do and figuring out how (if) you can afford it.**

9

## One Among Many

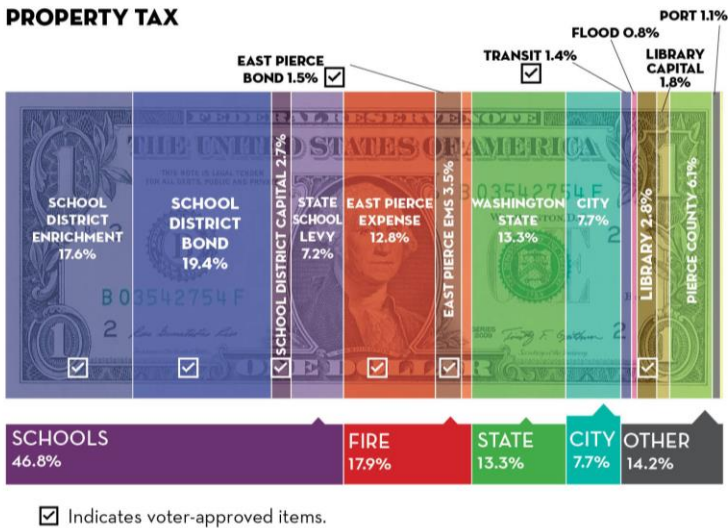


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## PROPERTY TAX



## SALES TAX



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In the past, cities put a lot of focus on providing their residents with traditional services like police, fire and emergency services, local transportation, parks and recreation, planning and growth management, and basic utilities.

**While those are still primary duties, the role of cities is ever-expanding to include more responsibilities for a broadening range of services.**

- AWC

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# Why do we care?

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## Purpose of Communicating Your Budget

- Build trusting relationship
- Provide transparency
- Head off complaints
- Overcome misperceptions
- It's THEIR money, not ours



What the average person assumes is in the basement of every City Hall.

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## Purpose of Budget

- Tracking dollars
- Outlining funds
- Highlighting work done by the City
- Focus priorities

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**Where** does your budget fit  
in the City's work?

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## MISSION & VISION

ORGANIZATIONAL IDENTITY  
SET BY COUNCIL, CHANGES RARELY

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## MISSION & VISION

ORGANIZATIONAL IDENTITY  
SET BY COUNCIL, CHANGES RARELY



I'm a traveler!

18

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## PLANS

DEVELOPED BY MAYOR/STAFF WITH PUBLIC  
CONFIRMED BY COUNCIL

TOPICS: HOUSING, GROWTH, ROADS, PARKS  
UPDATED 6-10 YEARS

19

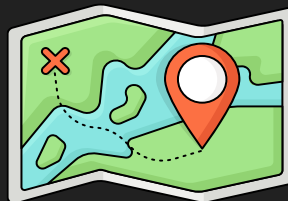
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## PLANS

DEVELOPED BY MAYOR/STAFF WITH PUBLIC  
CONFIRMED BY COUNCIL

TOPICS: HOUSING, GROWTH, ROADS, PARKS  
UPDATED 6-10 YEARS

*In the next 10  
years, I'll visit  
Europe, Asia  
& Australia!*



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## BUDGET

COUNCIL SETS PRIORITIES

MAYOR/STAFF BUILD, COUNCIL CONFIRMS

PRIORITIZES OBJECTIVES IN PLANS  
BASED ON FUNDING AVAILABLE

UPDATED 2 YEARS

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## BUDGET

COUNCIL SETS PRIORITIES

MAYOR/STAFF BUILD, COUNCIL CONFIRMS

PRIORITIZES OBJECTIVES IN PLANS  
BASED ON FUNDING AVAILABLE

UPDATED 2 YEARS



*This year, we can afford  
a trip to England.*

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# EXECUTION

STAFF HANDLES DAILY DETAILS,  
LED BY MAYOR

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# EXECUTION

STAFF HANDLES DAILY DETAILS,  
LED BY MAYOR



24

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# KEY PERFORMANCE

BY MAYOR/STAFF TO COUNCIL/PUBLIC  
REPORTS ON PROGRESS  
UPDATED 6 MONTHS

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# KEY METRICS

BY MAYOR/STAFF TO COUNCIL/PUBLIC  
REPORTS ON PROGRESS  
UPDATED 6 MONTHS



26

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Give people the ingredients of their city – and they don't want to see “exthoxylated mono and diglycerides.”

Nutrition Facts	
8 servings per container	
<b>Serving size</b>	<b>2/3 cup (55g)</b>
<b>Amount per serving</b>	
<b>Calories</b>	<b>230</b>
<b>% Daily Value*</b>	
<b>Total Fat</b> 8g	<b>10%</b>
Saturated Fat 1g	<b>5%</b>
Trans Fat 0g	
<b>Cholesterol</b> 0mg	<b>0%</b>
<b>Sodium</b> 160mg	<b>7%</b>
<b>Total Carbohydrate</b> 37g	<b>13%</b>
Dietary Fiber 4g	<b>14%</b>
Total Sugars 12g	
Includes 10g Added Sugars	<b>20%</b>
<b>Protein</b> 3g	
Vitamin D 2mcg	<b>10%</b>
Calcium 260mg	<b>20%</b>
Iron 8mg	<b>45%</b>
Potassium 240mg	<b>6%</b>

\*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

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Who does what?

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# Budget Roles Explained by a Popular TV Show



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## FANS/PUBLIC

- Funders
- Audience being served
- Always think they know best (afterward)



## OWNERS/COUNCIL

- Policy decisions
- How to fund
- Rely on technical advice
- Big picture



## COACHES/SENIOR STAFF


- Call the plays
- Make decisions on the field
- Lead staff
- Answer to ownership and public



## PLAYERS/STAFF

- Execute
- Need resources to make split-second decisions
- Listens to coaches
- Most visible to fans

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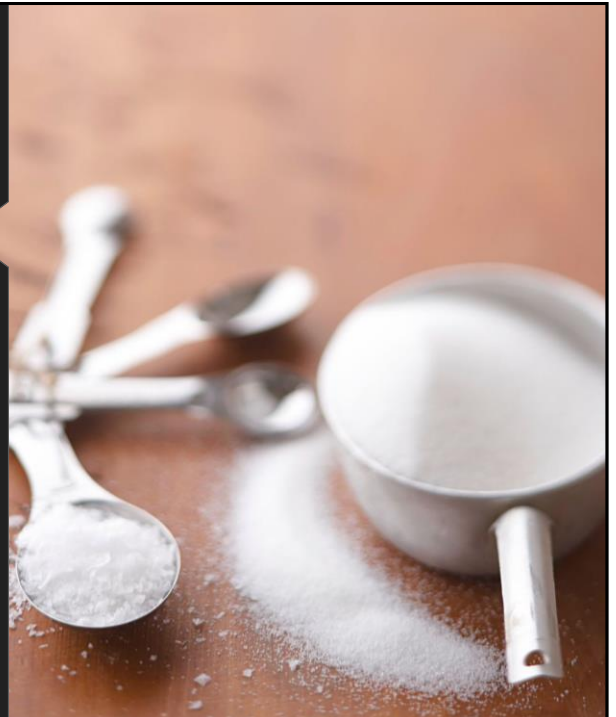


# How do you engage the public?

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## Build a Lasting Relationship

- Accurate, timely information
- Respect people's time
- Authentically care
- Focus on what people need to know, not what you need to say
- Consistent
- Read the room



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# Feedback STARTS the Process

- Include everyone, especially the quietest person in the room
- Incorporate reach audiences
- Get creative
- Maybe don't mention "budget."
  - What's working?
  - What could be better?
  - What can we do to make it better?



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## Strategies include

- Formal survey
- Informal survey
- Emails & phone calls
- Public comment
- Public meetings
- Questions in the street
- Open house
- Events
- Social media



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## Defining Public Input

It's our job to take ALL the feedback, work through competing priorities, and figure out what will serve the most people best.

That means standing up to the hecklers.



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## About Hecklers

- Do they have a valid point?
- Your choices train the public on how to deal with you.
- Admitting errors is a good thing.
- Ignore any VIP claims—everyone should be a VIP.
- Are they even your audience(s)?
- Allowing last-minute “red-pen” edits is unfair to everyone else.
- Loud does not equal fair.



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## The Math Problem of Hecklers

If 5 people complain to you  
4 times, how many people  
complained?

Hint: it's NOT 20.



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## Easy-to-Understand Budget

City of Sumner

### BIENNIAL BUDGET








1104 Maple Street  
Sumner, WA 98390  
[www.sumnerwa.gov](http://www.sumnerwa.gov)



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# Council Strategic Priorities



Community Character 	Public Safety 	Excellent Government 	Protection of Natural Resources 	Effective Transportation 
<ul style="list-style-type: none"> <li>Investment in parks &amp; open space</li> <li>Balance the past with the future needs &amp; desires of a changing community</li> <li>Vibrant events that celebrate arts, heritage &amp; culture</li> <li>Policies and practices that support business growth</li> <li>Maintain welcoming small-town charm</li> <li>Long range planning that effectively manages growth</li> </ul>	<ul style="list-style-type: none"> <li>Responsive &amp; proactive policing</li> <li>Progressive, collaborative, &amp; systemic social service solutions</li> <li>Emergency preparedness</li> <li>Partnership with community to address criminal activity</li> <li>Traffic engineering, education, &amp; enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Equitable distribution of resources</li> <li>Recruitment &amp; retention of quality, diverse staff</li> <li>Focused on long-range financial stability</li> <li>Fiscally balanced mix of desired services</li> <li>Transparency in policy and actions</li> <li>Responsive to and engaged with the community</li> <li>Leverage partnerships for enhanced services</li> </ul>	<ul style="list-style-type: none"> <li>Protection and enhancement of Rivers, streams &amp; fish habitat</li> <li>Clean &amp; safe drinking water</li> <li>Effective stormwater management</li> <li>Environmentally conscience capital investments</li> <li>High quality wastewater management</li> </ul>	<ul style="list-style-type: none"> <li>Investment in existing infrastructure to create capacity and efficiencies</li> <li>Focus on alternative transportation methods (bike, walking, transit etc.)</li> <li>Equitable distribution of infrastructure investments across all neighborhoods</li> <li>Preservation of existing assets</li> <li>Regionally aligned to mitigate "cut-through" traffic</li> <li>Leverage technology to create efficiencies</li> </ul>

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## EXECUTIVE

### GENERAL FUND

#### MAIN FUNCTIONS (what services your money funds here)

##### ADMINISTRATION

Administration provides general direction and oversight to the city, connecting theoretical goals and Council policy to everyday work done by all departments. Administration builds partnerships with other jurisdictions while tracking the mission, vision and values of the City.

##### COMMUNICATIONS

Communications "translates" highly technical concepts from all departments so the public can easily track what's happening at the City. From social media to engagement, good communication focuses the public's attention to build trust.

##### EMERGENCY MANAGEMENT

From urban wildfire to flooding, Sumner has experienced major emergencies and is always at risk for more. Planning must happen before an emergency occurs to ensure safety for all.

##### MANDATES

- State: requires routine lahar drills.
- Federal: requires ADA digital accessibility.
- State: requires streaming option for meetings.

#### FULFILLING OUR ROLES

##### WATCHING THESE BUDGET IMPACTS:

- All efficiencies have been used; any further efficiency is change of service.
- Shift in economy & fiscal cliff drive tighter budget, difficult decisions.



##### FULFILLING GOALS

###### WHICH ONES:

- Capital Facilities
- Strategic Tourism

###### EXAMPLES HOW:

- Write and obtain grants
- Provide directional oversight



##### COUNCIL STRATEGIC PRIORITIES

- EXCELLENT GOVERNMENT: Equitable distribution of resources
- EXCELLENT GOVERNMENT: Fiscally balanced mix of desired services
- EXCELLENT GOVERNMENT: Transparency in policy and actions
- EXCELLENT GOVERNMENT: Respond to & engage with the community
- EXCELLENT GOVERNMENT: Leverage partnerships for enhanced services



## Descriptions

- Easy to understand
- "What does your money buy?"
- Connects to goals, plans and mandates.

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## Performance Indicators

- How to truly tell the story.
- Balance of progress and numbers.

### STRATEGIC TOURISM



2023-2024 Accomplishments

2025-2026 Goals

#### GOAL 1: ENHANCE TOURISM INFRASTRUCTURE

Conduct multi-year plan		Completed 2023, implementation began 2024
Boutique hotel(s)		Check with development – fits town center code!
Glamping at farms		Coordinate with Knutson for farm meeting
Connect trails regional		Fryar link, Rivergrove ped bridge in design
Trail enhancements		Updated Parks, Trail & Open Space plan 2024
Promote county trails		Foothills Trails, Pierce Co Parks, DMOs
Wayfinding signage		Signs designed 2023, rebid & install 2025
Pocket parks & plazas		Construct Hops Alley 2025
Murals & public art		Contract with SMSA for murals, box wraps 2024; more in 2025
Add accessibility		Complete woonerf plaza 2023; complete Hops Alley 2025
Itineraries for all abilities		Work with Travel Tacoma
Sustainable initiatives		Award with Pierce Conservation District (City)

#### GOAL 2: CREATE ADDITIONAL ATTRACTIONS, EVENTS & EXPERIENCES

Comp Event Strategy		Work with SMSA, Daffodil, county-wide event development
History, Heritage included		Touch base with JACL – fairgrounds (Summer's incarceration)
Evolve Rhubarb Days		Help SMSA develop more partnerships
"Doors Open" Festival		
Winter Festival		Possible SMSA application to PC LTAC – tie to lights
Farm/Cider Trail		Work with Travel Tacoma
Signature Culinary Event		Work with Knutson Farms, Farm 12, Travel Tacoma
Experiential Offerings		Brainstorm with SMSA, library, Travel Tacoma
Farmer's/Maker's Markets		Collaborate with County plan, SMSA
Voluntourism		Farms! Le. pick rhubarb!
Develop Ryan Park		Complete Comp Plan 2024; initial park design 2025
Incentivize open evenings		Work with SMSA

#### GOAL 3: AUGMENT CONNECTIVITY & MOBILITY

Train Riders & Downtown		Lean into construction! Help from ST7
Promote bus/train		Summer Commuter Connector 2023-24
Weekend/Festival Train		Promotion of game trains; connect trains for World Cup 2025
Promote Trails		Talk to Bike Shop about rental bikes 2025
Industrial & Downtown		Improved wayfinding signs
Lunch Pop-Up in Industrial		How would this work? Food Trucks to determine!
Shuttles to farms/Rainier		See how reservation drives need for this
Experiential Circuit		
Itineraries w/transport options		Work with Travel Tacoma, County plan
Increase rideshare options		
Bike Rentals/Outfitters		Work with Bike Shop
Bike Lanes		Academy St done, Rivergrove Bridge in design

#### GOAL 4: STRENGTHEN IDENTITY & ALIGNMENT

Sentiment for Identity		Comp Plan, budget survey 2024; Improved experience 2025-26
------------------------	--	------------------------------------------------------------

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## Performance Indicators

- How to truly tell the story.
- Balance of progress and numbers.

### NEEDED & VALUED SERVICES – BY THE NUMBERS

	2022	2023	NOTES
<b>POLICE</b>			
Calls for Service	14,752	14,531	↓ People still calling, slightly lower volume
Vehicle stops	1,104	1,686	↑ Increase helps reduce collisions/bad result
Parking infractions	504	350	↓ Affected by legal changes/staffing
Arrests	125	166	↑ Included target cases
Traffic collisions	226	220	↓ Lower number is positive
<b>METRO ANIMAL SERVICES</b>			
Human visitors to shelter	5,124	6,269	↑
Pets adopted	334	403	↑
Lost pets returned	156	187	↑
Volunteer hours	5,822	5,929	↑
Calls for service	1,202	1,587	↑
<b>DEVELOPMENT SERVICES</b>			
Building permits issued	128	95	↓ Trend is for fewer permits and smaller projects
Value of projects (millions)	\$64.5	\$27.8	↓
Commercial Improvements (sq ft)	1,126,673	337,511	↓
New Commercial (sq ft)	337,022	96,364	↓
Ave Permit – single family home	32 days	16 days	↓ While faster turnaround is good, it is directly tied to fewer permits being processed at the same time.
Ave Permit – new commercial	107 days	44.5 days	↓
Ave Permit – commercial improvements	45 days	28 days	↓
<b>LEGAL</b>			
Public Records Requests Filled	871	886	↑
Staff hours to fill requests			
Cases in court	841	1075	↑ Directly connected to increase in arrests.
Number of claims against the city			
Percentage of claims settled			
Amount paid for claims			
<b>HUMAN RESOURCES</b>			
Number of applications received			
Number of positions filled	31	26	↓ Both years are high numbers for city size
<b>COMMUNICATIONS</b>			
Visits on Summer Connects (aware)	13,200	18,400	↑
Percentage of visitors informed	25%	25.5%	↑
Percentage of visitors engaged	7.5%	4.9%	↓
Open rate for weekly e-newsletter			
<b>FLEET</b>			
Gallons of gas used			
Cost of gas used			
New vehicles received/in service			

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# Budget in Brief

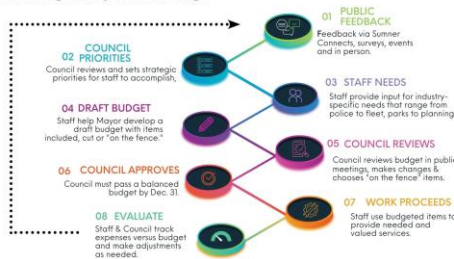


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We always recommend you review the full 2025-2026 Budget for specific details about funding, staffing and the projects that will happen because of this budget. This Budget in Brief gives you a quick overview of Sumner's numbers and key strategies.

## BUDGET PROCESS

The budget drives everything we do, and your feedback throughout the year drives the budget.



## BUDGET PRINCIPLES

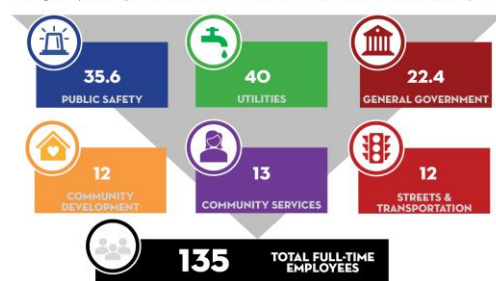
1. Our budget cycle runs January 1, 2025, through December 31, 2026.
2. We must balance our budget. For large capital projects, we save revenue over many years, crossing multiple budgets. In this budget, it initially looks like expenses are higher than revenue because we're using balances saved from previous years to complete large capital projects.
3. We use ongoing revenues to pay for ongoing expenses, and use one-time revenue to pay for one-time projects.
4. Salaries and benefits remain our largest expense, meaning employees are the city's most valuable asset.
5. Each year, State and Federal regulations require more of cities with no additional funding, putting constant ongoing pressure on City budgets.
6. The City's budget is broken into General Fund, Special Revenue Funds, Enterprise Funds, etc. Each fund operates as an independent business. We cannot simply move funds from one to another. We routinely do studies to ensure funds like the utilities are healthy with revenues covering expenses while keeping rates as low as possible. These technical fund names make it difficult for most people to understand, so this document breaks out spending based on more identifiable functions such as public safety, utilities and streets.



## STAFFING BY FUNCTION

FULL-TIME EQUIVALENT CITY EMPLOYEES

Many staff fill multiple functions. For example, one Public Works Operator can work on a water main in the morning and a pothole repair in the afternoon. These breakdowns are estimations of how our time is spent.

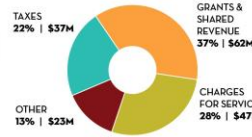


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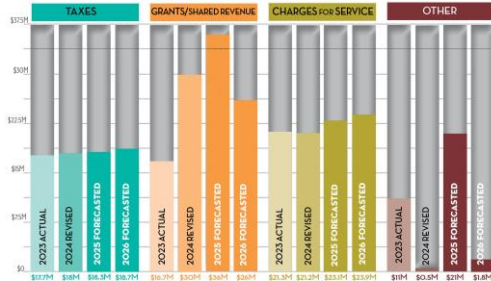
## 2025-2026 FUNDING COMING IN

### PROJECTED REVENUES

Taxes are the source of revenue most people think about, but they are not the only source. The City earned far more grant funding for 2025-2026 than tax revenue. The Sources of Revenue section outlines each distinct source and how that funding must be used.



### REVENUES BY YEAR & CATEGORY



The forecasted increase for Grants/Shared Revenue is based on grants already awarded.

### SALES TAX REVENUES

State of Washington sales tax is based on the destination in which a customer takes possession of the item. The graph starts at \$6 million to better illustrate changes year over year. Sales Tax remains the most volatile source of income as it can fluctuate with the economy, so we budget conservatively.



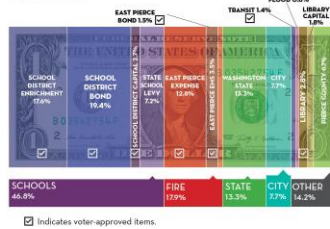
### SOURCES OF REVENUE

- PROPERTY TAX**  
Paid by residential/commercial To General Fund  
Most reliable, stable  
Revenue capped by State at 1%
- REAL ESTATE EXCISE TAX**  
Paid by selling real estate To specific capital projects
- FEES**  
Paid for a specific service, i.e. adopting a pet, cemetery plot  
To corresponding enterprise funds, doesn't fully cover costs
- SALES TAX**  
Paid by shoppers on goods To General Fund  
Volatile, unpredictable
- IMPACT FEES**  
Paid by buyer for specific project, used only to expand capacity, balances new users vs. existing payers
- PERMIT FEES**  
Paid when doing construction To General Fund, covers cost for staff to review plans for safety
- LODGING TAX**  
Paid by visitors in a hotel To tourism efforts only % of bill
- ONE-TIME SOURCE**  
Paid by property owners To Utility funds  
Covers costs, little cushion
- UTILITY TAXES**  
Paid as charge on utility, garbage, power, telecoms bills To General Fund, helps recoup some costs
- GRANTS**  
Paid by taxpayers via other agencies (State, Federal)  
Specific to projects/products  
Strict rules to follow  
Investment of time to manage
- FINES & TICKETS**  
Paid by people doing something wrong i.e. speeding To General Fund  
Costs exceed revenue, invest in behavioral change

### MORE ABOUT TAXES

Taxes are the source of revenue most people remember. The City is not the only recipient of your tax dollars. See where your property tax and sales tax bills go.

#### PROPERTY TAX

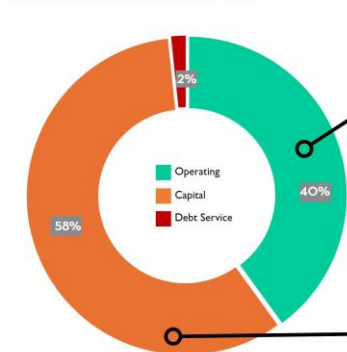


#### SALES TAX

- PURCHASE** = \$10.00
- STATE SALES TAX** = \$0.65
- DTA (TRANSIT)** = \$0.14
- CITY SALES TAX** = \$0.10
- OTHER** = \$0.06
- TOTAL** = \$10.95

## 2025-2026 FUNDING GOING OUT

### BUDGET BY EXPENDITURE TYPE



We have relatively low debt service for cities our size. This biennium, most funding is going to capital investments, which are one-time infrastructure expenses and operating costs, which are day-to-day activities.

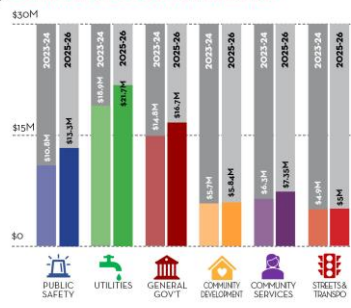
### REAL WORLD EXAMPLES

Utilities expenses are a significant portion of both operating (staffing, routine testing) and capital (replacing water lines under roads). Water rights, billing and new environmental rules also impact other departments.

General government has low capital costs but takes a large portion of operating. Why? This portion includes primarily staff positions focusing on things like Legal staff responding to public records requests, Information Technology staff training to avoid a cybersecurity breach, Finance tracking the budget, and Communications informing you about it.

Most cities this size run 5-6 major capital projects each year. In this biennium, we're running approximately 45 each year. Big projects like rebuilding the Stewart Road Bridge, designing the 166th interchange and constructing a new Operations Facility are called "legacy" projects that happen once in a career. We're doing four at once.

### OPERATING BUDGET BY FUNCTION



### TOTAL \$90 M

The Operating Budget includes the funding for day-to-day costs of delivering city services. As with most things, costs have increased for the city's daily needs, from the price of gas to the cost to bring a crew in on overtime to repair a broken water main over the weekend.

+ \$19.7 M in Interfund Loans and Transfers

### CAPITAL BUDGET BY FUNCTION



### TOTAL \$131 M



CITY OF SUMNER  
WASHINGTON

WWW.SUMNERWA.GOV

## HOW WE ARE MAKING LIVES BETTER:

### COMMUNITY CHARACTER

- Construct Hops Alley & portion of Heritage Park
- Utility box wraps
- Picnic tables & shade structures at Rainier View & Seibenthaler Parks
- Senior Center improvements
- Community Partner Funds

### PUBLIC SAFETY

- Two new police officer positions
- Interview room software
- Ballistic helmets for patrol
- Maple Street pedestrian signal
- Traffic safety planning grant

### EXCELLENT GOVERNMENT

- Build Operations Facility
- Replace windows in City Hall and Cemetery Office
- Utility rate study
- Investment in cybersecurity
- Autonomous mower

### PROTECTION OF NATURAL RESOURCES

- White River Habitat project
- Central well radio upgrade
- Sewer main replacement
- Cemetery irrigation
- EV chargers for city vehicles

### EFFECTIVE TRANSPORTATION

- Stewart Road Bridge construction
- Sander insert
- Sidewalk improvements & bike racks
- Traffic Signal Controller replacements
- Washington Street Improvements

### 2025-2026 FUNDING COMING IN

#### PROJECTED REVENUES

Sumner is one source of revenue every people think about, but they are not the only source. The City expects for most years funding for 2025-2026 over one revenue. The Source of Revenue section outlines each revenue source and how that funding must be used.

REVENUE	PERCENT	AMOUNT
TAXES	33%	\$107M
CHARGES	30%	\$97M
GRANTS	3%	\$10M
INTEREST	3%	\$10M
RENTAL	3%	\$10M
SALES	3%	\$10M
FEES	3%	\$10M
FINES	3%	\$10M
OTHER	3%	\$10M
TOTAL	100%	\$334M

#### SOURCES OF REVENUE

- PROPERTY TAX**: Paid by property owners to fund city services. Rates are set by the City Council.
- SALES TAX**: Paid by businesses on goods and services. Rates are set by the State.
- FEES**: Paid by users of city services. Examples include utility fees, parking fees, and library fees.
- GRANTS**: Funds from state and federal governments for specific projects.
- FINES**: Penalties for violations of city ordinances.
- INTEREST**: Income from investments.
- RENTAL**: Income from city-owned property.
- OTHER**: Miscellaneous revenue sources.

#### MORE ABOUT TAXES

There are several of revenue most people remember. The City is not the only taxpayer of your tax dollars. See where your property tax and sales tax dollars go.

TAX TYPE	PERCENT	AMOUNT
PROPERTY TAX	33%	\$107M
SALES TAX	3%	\$10M
FEES	3%	\$10M
GRANTS	3%	\$10M
FINES	3%	\$10M
INTEREST	3%	\$10M
RENTAL	3%	\$10M
OTHER	3%	\$10M
TOTAL	100%	\$334M

### 2025-2026 FUNDING GOING OUT

#### BUDGET BY EXPENDITURE TYPE

We have relatively low debt service for cities our size. This document from funding is going to capital investments, which are projects that improve infrastructure and operating costs, which are the operating expenses.

EXPENDITURE TYPE	PERCENT	AMOUNT
Operating	58%	\$194M
Capital	40%	\$134M
Debt Service	2%	\$7M
TOTAL	100%	\$334M

#### OPERATING BUDGET BY FUNCTION

FUNCTION	PERCENT	AMOUNT
Police	15%	\$51M
Fire	15%	\$51M
Public Works	15%	\$51M
Community Services	15%	\$51M
Administration	15%	\$51M
Other	15%	\$51M
TOTAL	100%	\$334M

#### CAPITAL BUDGET BY FUNCTION

FUNCTION	PERCENT	AMOUNT
Police	15%	\$51M
Fire	15%	\$51M
Public Works	15%	\$51M
Community Services	15%	\$51M
Administration	15%	\$51M
Other	15%	\$51M
TOTAL	100%	\$334M

## Share with the Public

- Website
- Print newsletter
- E-newsletter
- Social media
- Open House
- Public Meetings

### STAY CONNECTED WITH THE CITY OF SUMNER

For more information, visit our website or contact us at 206.885.1234. You can also follow us on social media.

**SUMNER CITY COUNCIL**

- Mayor: [Name]
- City Council Members: [Names]

**COMMUNITY CONNECTION**

Join us for our next community meeting on [Date] at [Location].

## Tip 1

The public can understand more facts & figures than you think, so long as you get to the point. Be honest, be direct, be concise.

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## Tip 2

Set realistic expectations with the public.

- If you're cutting funding, don't ask the public for spending ideas. Spoiler alert: you can't afford it.
- Clearly explain mandates, contracts and staffing.
- People can sense BS.

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## Tip 3

Treat your public like donors, because they are.

- It's their money – thank them, repeatedly.
- Use it as carefully as your own.
- Be transparent.
- Help them understand what their money is doing.  
Everyone likes success!
- Remember your real audience.

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## Tip 4

Reach audiences require a long-term relationship.

- Offer 24/7 access
- Respect time
- Certified translation
- Google translate
- Language Line
- ADA requirements
- Take the show on the road
- Understand

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## Tip 5

### Think outside the box for explanations

- Don't rely on government speak.
- Analogies can be good.
- Sometimes, numbers tell a story; sometimes they don't.
- Sometimes, stories tell a good story.
- Try to stay relatable. Cities get bills too!

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