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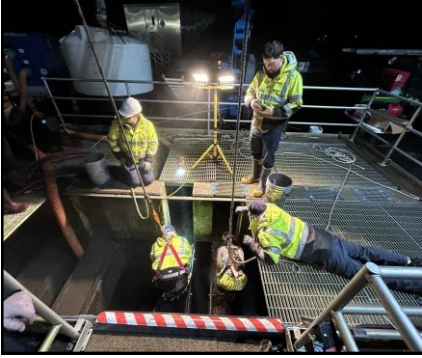
- 10,000 residents
- 17,000 jobs
- Largest Manufacturing Center in Pierce Co.
- 3 freeways
- 2 rivers
- 2 rail lines
- Sounder Station
- Largest YMCA in Washington



3



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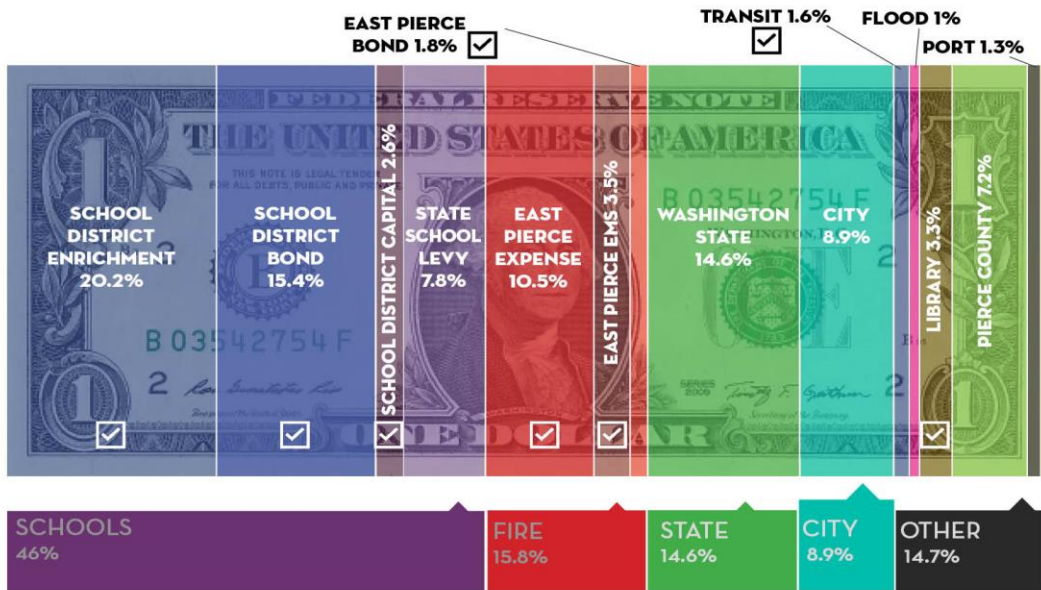
8

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

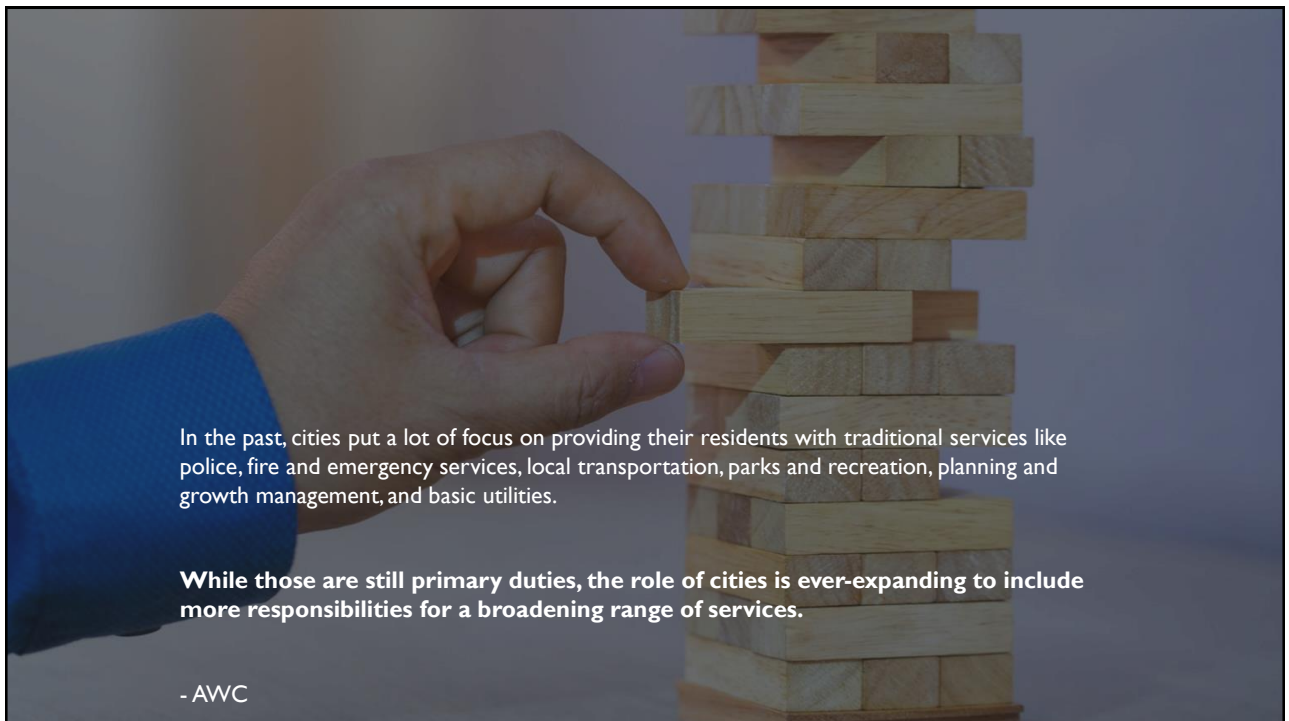
## One Among Many



## SUMNER PROPERTY TAX - WHERE IT GOES



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# Why do we care?

13

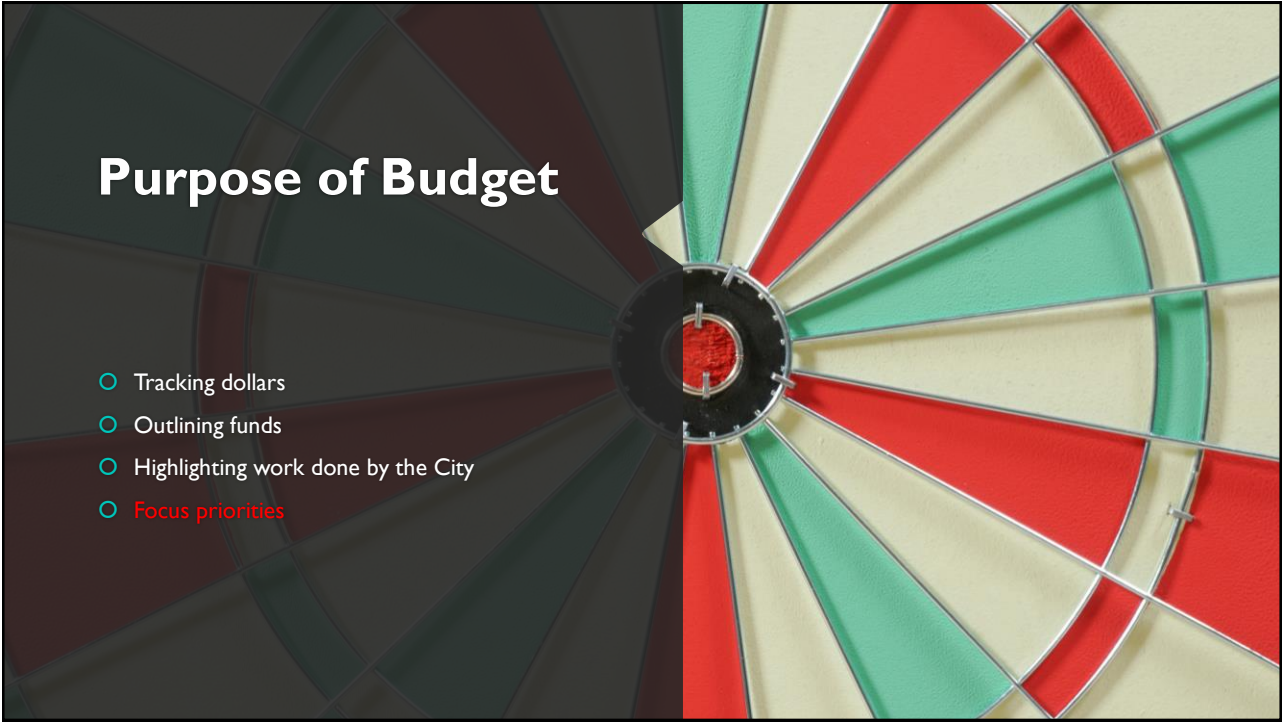
## Purpose of Communicating Your Budget

- 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

17

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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

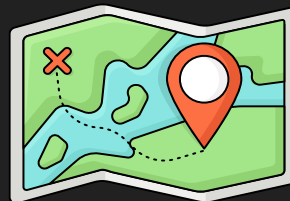
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## PLANS

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!*



20

20

# 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

23

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# EXECUTION

STAFF HANDLES DAILY DETAILS,  
LED BY MAYOR



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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



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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>
Amount per serving	
<b>Calories</b>	<b>230</b>
% Daily Value*	
<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	10%
Calcium 260mg	20%
Iron 8mg	45%
Potassium 240mg	6%

\*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?

28



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	<p><b>FANS/PUBLIC</b></p> <ul style="list-style-type: none"> <li>• Funders</li> <li>• Audience being served</li> <li>• Always think they know best (afterward)</li> </ul>		<p><b>OWNERS/COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Policy decisions</li> <li>• How to fund</li> <li>• Rely on technical advice</li> <li>• Big picture</li> </ul>
	<p><b>COACHES/SENIOR STAFF</b></p> <ul style="list-style-type: none"> <li>• Call the plays</li> <li>• Make decisions on the field</li> <li>• Lead staff</li> <li>• Answer to ownership and public</li> </ul>		<p><b>PLAYERS/STAFF</b></p> <ul style="list-style-type: none"> <li>• Execute</li> <li>• Need resources to make split-second decisions</li> <li>• Listens to coaches</li> <li>• Most visible to fans</li> </ul>

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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

A photograph of a white ceramic bowl filled with a fine white powder, likely sugar or salt. Several silver spoons are scattered on a wooden surface around the bowl, some containing the powder. The lighting is warm, creating soft shadows and highlighting the texture of the powder and the wood.

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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

 **Sumner, Washington** @CityOfSumnerWA · Jul 11

Speak now or forever hold your...well, not forever. There will be other surveys, but you don't want to miss this one. Last chance to tell us what your priorities are for #Sumner. Otherwise, we're running with what your neighbors told us! [survey.alchemer.com/s3/7875989/2ec...](https://survey.alchemer.com/s3/7875989/2ec...)



**PLEASE RATE US**  
★ ★ ★ ★ ★  
Share how things are going in Sumner and your priorities for the future.  
Take the Survey

ALT

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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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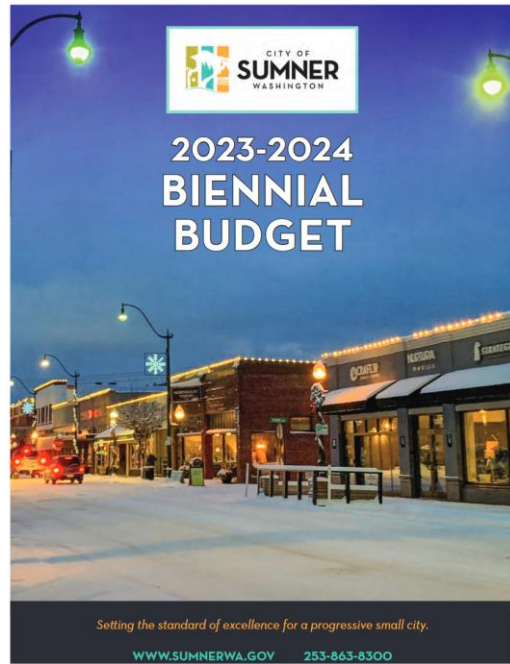
## About Hecklers

- 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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# Easy-to-Understand Budget



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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, Summer 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 from 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! i.e. 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 ST!
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/transpo 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/stalling
Arrests	125	166	↑ Included larger 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 this 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

'23 - '24 BIENNIUM

an overview of Sumner's numbers & key strategies

CITY OF SUMNER WASHINGTON

**BUDGET IN BRIEF**

Discover how the City of Sumner is investing in its community character, public safety, excellent government, protection of natural resources, and effective transportation in our budget in brief. See how we are working to make the lives of our residents better every day!

www.sumnerwa.gov

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## UNDERSTANDING PROPERTY TAXES

Everyone has to pay them. No one likes them. Let's clear up some common assumptions/misunderstandings to get to the facts of your property taxes for City services.

**Assumption 1: My taxes went up so the City has funding.** It's correct that your taxes went up, but most of that funding, over 90% of it, did not go to the City. Many increases were for water, sewer, and other services, all for good reasons, but not the City.

### SUMNER PROPERTY TAX - WHERE IT GOES



**Assumption 2: My taxes are capped at 1%.**

**Rising value gives the city more revenue.** Both are incorrect. No one's property taxes are capped. What was usually capped 20 years ago was the total revenue that can be collected from property taxes. That means skyrocketing values don't increase a city's revenue at all. Even if property values doubled, a city can collect only 1% more in total property tax revenue than the year before. A natural adjustment accounts for new construction, but it does not track growth dollar for dollar, the way most people assume it does. An apartment building valued at \$3 million adds \$3,000 to the City's general fund. However, the City likely will pay much more than that each year, serving the new residents.

**Assumption 3: Cities don't need more than 1% and should operate more like a business.** Please show us any business that can survive if its revenue is artificially capped at 1% each year, no matter how much expenses go up or how many more customers they serve. Our costs go up faster by much more than 1%. Think of how time and money spent will be gone up. We also get a stack of bills from Puget Sound Energy each month. I've tried to hear a service center. Or pay the invoices that are on autopilot. We connected to 100 to hear the bill is self-significant. The last premise that a business's revenue cannot match its costs is a problem in any sector, and for a city, we're locked into that model by law.



**Assumption 4: Learn to live within your means.** We respond to you, and the public's demands for services keep going up, not down. When it comes, the public expects the roads to be plowed right away, usually in night with little or no overtime. And, someone always complains that we didn't shovel their sidewalk out. When the city tries to cut a service, no matter how discretionary, there's always a group of people who valued that service and tell the City to keep it "at all costs." With a city, these costs are near constant.

**Assumption 5: Cities could ask voters to raise their tax rates.** This is a nice idea, and we may see that option in the future. However, putting an extra 1% on a \$100,000 house is \$1,000 per year, depending on how many other measures are on the same ballot. So, this is an option we'll want to use sparingly and carefully. It should not be an ongoing habit because it would be an expensive one.

**Assumption 6: Cities can get funding elsewhere.** This is a nice idea, but all our funding sources are limited. We get roughly 10% of sales tax collected in Sumner. This revenue is valuable, making it hard to have essential services on the whims of the economy. We can also get grant funding. In all honesty, we're really good at getting grants, to the point where other cities have complained. But, grants fund specific projects and require a lot of staff time to obtain, manage and track. No grant pay salaries or bills for ongoing service delivery.

**Assumption 7: Government has plenty of funding.** This is a nice idea, but we're not getting it, but we hear it a lot. The challenge is that to enter "other" government's "open" and federal agencies may be fiscally sound, but they share minimally with cities like Sumner. And usually, "other" has strings attached with restrictions, conditions, and lengthy application/tracking situations.

**Why bring this up now?** We know there was a problem when the P's cap passed. The very public spending spree by large jurisdictions like King County and Snohomish caused our tax needs to rise, and we're still feeling the pain. We cut our own fire department, dispatch service, recreation programs and municipal court. You can't have budget cuts on the assumption that you'll readily get "other." Costs still outpace revenue each year, and all the "year" things to cut are gone.

**HOW YOU CONNECT:** As we talk about property tax rates, funding and the 2015-24 Budget, keep in mind these common assumptions and the reality behind them. Visit our current budget online, and if you have suggestions, let us know. We can see the challenges, but we don't have all the answers...yet.

With a city's property tax revenue capped at 1%, revenue does not track rising home values (estimated here at an annual 1% increase) or even simple inflation, above here at 3%.

## Share with the Public

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

## 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.

## Tip 2

### Set realistic expectations with elected officials and 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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