

BUDGETING BY PRIORITIES PROCESS OVERVIEW

2009-2010 OPERATING BUDGET

CITY OF REDMOND

Why Budgeting
by Priorities?

Redmond is a unique city that has attracted major worldwide businesses such as Microsoft, Nintendo, and Medtronics (Physio Control). As a result, the City is the third largest employment center in King County with a business population of approximately 82,000 and a residential population of approximately 51,300.

A process that is:
Transparent

Open

Citizen Priority Based

Approved by Council

Challenged with the variety of services and customers it serves, the City opted to change its traditional budget methods by using an innovative approach to budgeting that fulfills the promise Mayor John Marchione made upon his election to office: a transparent and open budget that is based on priorities developed with citizen input and approved by the Redmond City Council. Mayor Marchione had five objectives for the Budgeting by Priorities (BP) process:

Objectives of BP

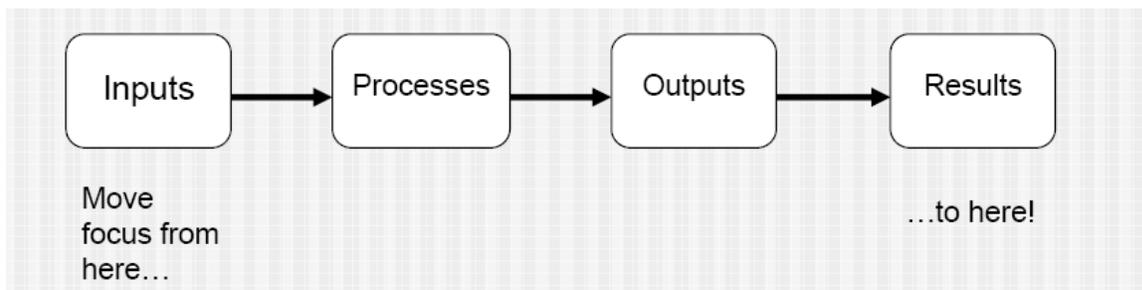
- Align the budget with citizen priorities
- Measure progress towards priorities
- Get the best value for each tax dollar
- Foster continuous learning in the City
- Build regional cooperation

Proven Process

Starts with Citizen
Priorities

Different from
Traditional Budgets

To move this vision forward, the City contracted with the Public Strategies Group, Inc. which has extensive experience in guiding governments through implementing the BP process. BP was chosen because it focuses budget decisions on citizen priorities. This is in contrast to the traditional method of budgeting which adds a certain percentage to last year's budget without assessing if the services result in the outcomes citizens expect. The starting point of the BP process is identifying the intended result of city services toward priorities developed through citizen interaction.



BP Process
Community Focus
Groups

To start the BP process an independent firm held four (4) focus groups with Redmond residents to determine citizen priorities. The citizens were chosen at random based on gender, age, and location (east or west of Redmond Way). Following the focus group discussions the City held a community workshop where citizens and business owners were invited to give further input and comment on the focus groups' identified priorities.

6 Priorities were
Identified

Based on all this input, the Council approved the following six (6) priorities on March 4, 2008¹:

- **BUSINESS COMMUNITY**
I want a diverse and vibrant range of businesses and services in Redmond
- **CLEAN & GREEN ENVIRONMENT**
I want to live, learn, work, and play in a clean and green environment
- **COMMUNITY BUILDING**
I want a sense of community and connections with others
- **INFRASTRUCTURE & GROWTH**
I want a well-maintained city whose transportation and other infrastructure keeps pace with growth
- **SAFETY**
I want to be safe where I live, work, and play
- **RESPONSIBLE GOVERNMENT**
I want a city government that is responsible and responsive to its residents and businesses

Advisory
Committees

Once the six priorities were determined, the Mayor created several teams to guide the process:

Guidance Team

Guidance Team – Five (5) members appointed by the Mayor from the business and residential community. The role of this team was to monitor the progress of the process and confirm its integrity.

¹ The focus groups also identified education as a priority. However, because education in Redmond is the responsibility of the Lake Washington School District, the Council chose not to allocate limited resources to a priority over which it had no jurisdiction. Although, educational components are included in several of the six priorities approved by Council.

BP Project Team

Project Team – Headed by the Mayor, included executive staff and the Financial Planning Manager to assist the Results Teams and guide the overall process.

Results Teams

Results Teams – Six (6) Results Team groups were created and each group was assigned a priority. The teams were made up of five (5) employees from cross-department disciplines and one (1) citizen. The role of the Results Teams was to fashion *Requests for Offers (RFOs)* based on the priority approved by Council. To ensure that citizen input was incorporated into the offers, all the data gathered from the focus groups and community workshops was made available to the Results Teams.

Requests for Offers (RFOs)

REQUESTS FOR OFFERS

Each Results Team designed “Requests for Offers” (RFOs) that related to its specific priority by identifying factors and sub-factors that contributed to that priority and developed purchasing strategies that answered the following questions:

RFO Process

- Where should Redmond choose to focus its efforts and resources?
- Where can Redmond have the most impact?
- Where should Redmond influence others?
- Are there generic strategies that apply to all offers?

The Results Teams invited all departments to bid on the offers and respond to specific purchasing strategies with the understanding that the offers would be ranked by the Results Teams upon completion.

All City Funds Included

All funds were included in budget offers: General Fund, Capital Improvement Program (CIP), Utilities, and Special Revenue Funds. The Mayor wanted to ensure that all city services received the same level of scrutiny no matter the funding source.

Offer Process

OFFERS

An offer is a proposal by a department in response to an RFO that indicates how the offer will meet the priority, how much it will cost, and how the success of the offer will be measured. An offer is a program or set of programs that helps achieve a priority.

Budget Request Process	Offers can be for an existing service or program, new programs or activities or improvements/changes to existing programs. Innovation was encouraged in all offers and collaboration between departments was emphasized in the RFOs.
All Budget Requests are Submitted as Offers	In the BP process, each department must make an offer to provide a service that relates to results (a priority that is citizen driven). Each offer must describe the following:
Offers to Include Consistent Data	<ul style="list-style-type: none"> • What are we doing? • Why are we doing it? • How are we doing it? • And, include measurements that can track the performance of each program.
Offers Submitted by Priority	<p>OFFER SUBMITALLS</p> <p>Department directors and their budget teams submitted offers based on the priorities that related to their departments. The Mayor chose not to seek outside competing offers in this first BP process, but did encourage departments to collaborate where possible to combine services if it was in the best interest of the City. Each offer needed to contain the following information:</p>
Contents of the Offer	<ul style="list-style-type: none"> • Description of the Offer – Simple, accurate, succinct, and complete • Performance Measures – Describe short and long term benefits; consequences if not funded, and three measures to gauge the identified outcomes • Scalability – Scalable, provide logic and evidence to support various funding levels • Special Factors – Identify whether there were legal mandates or contractual obligations, and if so, what portion of the offer met that criteria • Revenue Sources – Identify revenue support
City Staff Used an “Online” Tool Designed to Capture the Needed Information	
High Level Indicators Developed to Measure Progress toward Priorities	<p>DASHBOARD INDICATORS</p> <p>In conjunction with the performance measures developed for each offer, the Mayor and Director’s Team created key indicators to measure the City’s progress toward the priorities. The indicators are high level and are not meant as individualized measures of performance, but rather intended to give elected officials and the community a big picture gauge of how well the City meets the goals of the priorities. After review by the City Council and the Budgeting by Priorities teams, the Dashboard Indicators were finalized for each priority.</p>

Business Community:

- Percent of growth in number of employees
- Percent of citizens satisfied with the range of businesses available in Redmond
- Number of businesses that have held a City of Redmond business license over seven (7) years

Clean & Green Environment:

- Number of acres of developed park land per 1,000 residents
- Number of streams with Water Quality Index (WQI) rating of forty (40) or higher each year
- Percent of total City waste stream that is being recycled

Safety:

- Crime Index: Number of Part 1 (crimes against persons) and selected property crimes (auto theft, auto prowl, and identity theft)
- Percent times Fire and Emergency Medical Services (EMS) that meet targets for response time with appropriate equipment
- Percent citizens who report they have a family safety plan and supplies for three (3) days in case of disaster

Community Building:

- Civic Participation Index: number of people attending public meetings and volunteering in Redmond each year
- Number of people enrolled in Parks and Recreation programs, plus attendance at major City-sponsored community events
- Percent responding “often” or “sometimes” to survey question on community connection

Responsible Government:

- Percent of community responding positively regarding satisfaction with City services
- Financial Responsibility Index: general government revenues per capita after deducting intergovernmental revenue
- Percent of employees who have completed training necessary to enhance performance toward achieving goals

Ranking the Offers

Infrastructure & Growth:

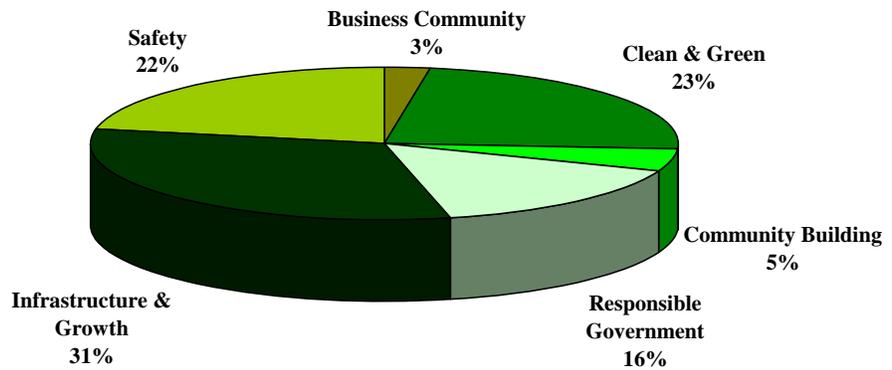
- Infrastructure Maintenance Index: composite data on pavement conditions and incidence of water main breaks and sewer overflows
- Trend rating from annual mobility report card
- Number of dwellings constructed in the following categories: cottages, accessory dwelling units, single-family attached, multi-family, such as condominiums, size limited, senior housing, and affordable housing

RANKING THE OFFERS

When the offers were first submitted the Results Teams met with the departments to seek clarity on issues and then critiqued and ranked the offers. During the first round the Results Teams did not have funding allocations, nor were decisions based on mandates. The first round was used to give departments a sense of where their programs would rank, as well as give the Results Teams some time to learn their role in the process. Next, departments were given the opportunity to fine tune their offers and make adjustments based on advice of the Results Teams. The second and final rankings were carried out with estimated funding allocations and attention was paid to those programs that were legally or contractually mandated.

Recommendation for Funding from Results Team by Priority

Recommendation for Funding from Results Team by Priority



Mayor's Efforts to Develop the Adopted Budget

RECOMMENDED BUDGET – ADOPTED BUDGET

In mid-August 2008, the Mayor received the Results Teams rankings, with suggested allocations. The Mayor met with all the Results Teams for their insights into the process and to understand how they arrived at their conclusions. With this information the Mayor led several conversations with the department directors to fine-tune the offers and allocations.

Department
Directors Team
Involved

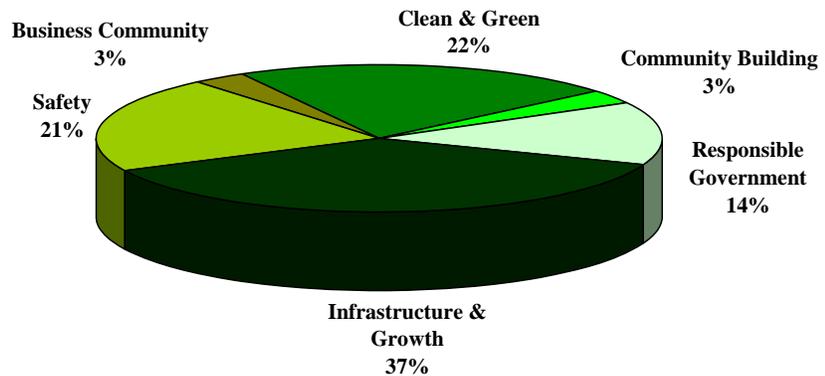
Final Decisions
Developed

Funding by Priority
in Adopted Budget

Evolution of the
Recommendation
from Results Team
to Adopted Budget

When the final revenue estimates for the 2009-2010 budget became available the Mayor worked directly with the Finance & Information Services Director and Financial Planning Division to present Council a budget that is structurally balanced, responds to the priorities recommended by citizens and approved by Council, as well as reflects the recommendations of the Results Teams.

Funding by Priority in the Adopted Budget



*excludes transfers and ending fund balances

SUMMARY

The Mayor's vision for the BP process has resulted in more than just a budget document. The inclusion of the community in outlining the priorities and the creation of Results Teams to craft Requests for Offers has expanded the budget process to include many staff, as well as citizens who never had the opportunity to be a part of the budget process. Creating interdepartmental teams with a citizen on each allowed staff to better understand what other departments do, while gaining citizen perspective on how the services are viewed by the public. City staff were included in the budget process to a much larger extent than in the past; those who were not directly involved had a chance to meet with the Mayor at every stage, so that the Mayor could explain what was happening and why.

Future Redmond budgets will build on the success of this first BP process.

For additional information, see the City's website at www.redmond.gov/bp

BUDGET CALENDAR
2009-2010 OPERATING BUDGET
CITY OF REDMOND

TASK	2008 DATE
Budget by Priorities Briefing to City Council	January 8
Community Focus Groups	February 11
Priority Statement Review with City Council	February 12
All Employee Briefing Meeting*	February 12
Community Meeting	February 28
Council Adopts Priorities	March 4
Request for Offers Review and Feedback	April 22
Community Meeting on Requests for Offers	April 24
City Council Approves Dashboard using Priority Indicators	May 13
Public Hearing #1 – Budget and CIP	June 3
Departments Submit Initial Budget Offers	June 6
City Council Reviews Biennial Revenue Estimates	June 17
Departments Submit Final Offers	July 7
Utility (Water/Water and Stormwater) Rate Study Sessions before City Council	July 29 (Storm) August 12 (WWW/UPD)
Development of Preliminary Budget	July-August
Preliminary Budget and Six-Year Financial Forecast distributed to Council Results Teams Briefed	October 14
Public Hearing #2 – Budget and CIP	October 21
City Council Study Sessions on 2009-2010 Biennial Budget	October 28, October 30, November 6, November 10, November 13, November 20, November 24 and November 25
Public Hearing #3 – Budget and CIP	November 18
City Council Adoption of the 2009-2010 Biennial Budget	December 2
City Council Budget Process De-brief	January 6, 2009

* Communication with employees was carried out throughout the process.

BUSINESS COMMUNITY

2009-2010 GOALS

CITY OF REDMOND

CITY COUNCIL

- Increase citizen engagement in major policy decisions.
- Review current permitting efforts to implement a more streamlined permit process that preserves the community's values while delivering a fair, predictable product.

EXECUTIVE

- Build on existing relationships with City Council, residents, and businesses to foster collaboration and trust.
- Design a strategy for permit processing that preserves the community's values while delivering a fair, predictable product.

PLANNING & COMMUNITY DEVELOPMENT

- Provide a new contemporary, compact, understandable and usable Zoning Code.
- Continue efficient, high-quality development review service; ensure an effective and predictable permitting system with timely plan review and building inspections.
- Enhance communications with citizens, businesses, developers and the community.
- Grow tourism in Redmond through the Tourism Fund program.
- Improve the availability of parking choices for Redmond commuters and residents.
- Promote sustainable economic development that encourages business vitality.

PUBLIC WORKS

- Continue to improve the development review process with focus on customer service and expansion of the "Permits Plus" system.
- Provide high quality inspections for right-of-way use and private development site improvements.

CLEAN & GREEN
2009-2010 GOALS
CITY OF REDMOND

CITY COUNCIL

- Collaborate with the administration to evaluate the City's Capital Improvement Program (CIP) and ensure future funding is directed to the community's priority capital projects.

EXECUTIVE

- Evaluate the City's CIP and its traditional functional area allocations to ensure future funding is directed to priority capital projects.

PARKS & RECREATION

- Provide strategic leadership, planning and support for overall operations and coordination for the diverse services provided by the Parks and Recreation Department.
- Implement the Comprehensive Plan, CIP, and Parks, Recreation and Open Space (PRO) Plan in order to advance the mission and philosophy of the Parks and Recreation Department.
- Secure additional park revenue through grants and partnerships outside traditional City funding to help meet the needs of Redmond citizens.
- Continue to provide high quality maintenance and management of the park infrastructure and natural areas within the City.
- Maintain and operate newly added park facilities (Perrigo Park Phase II, Slough Park, Grass Lawn Park picnic pavilion and recreational facilities, Senior Center plaza and garden).
- Perform landscape maintenance of new capital projects including Redmond Fall City Highway (SR 202), 161st Ave NE, 172nd Ave NE, Bear Creek Parkway, Redmond Way, and NE 31st – NE 36th Street/SR 520 Bridge.
- Continue emphasis on park infrastructure renovation and maintenance including fencing upgrades, paving repairs, park entrance sign replacements, dugout replacements at Hartman Park fields #1 – 4, Anderson Park (Adair House) kitchen and restroom renovations and Maxicom irrigation control upgrades.
- Continue implementation of the Green Redmond Partnership forest stewardship program.

PLANNING & COMMUNITY DEVELOPMENT

- Achieve environmentally-sustainable development.

CLEAN & GREEN
2009-2010 GOALS
CITY OF REDMOND

PUBLIC WORKS

- Minimize solid waste stream and maximize recycling.
- Ensure that surface waters are safe for human contact, healthy for fish and wildlife, regulatory compliant and aesthetically pleasing.

COMMUNITY BUILDING

2009-2010 GOALS

CITY OF REDMOND

CITY COUNCIL

- Promote greater outreach and community education efforts to foster an ongoing dialogue with Redmond’s increasingly diverse population.
- Build on existing relationships with the administration, residents, and businesses to foster community collaboration and trust.

EXECUTIVE

- Increase citizen engagement in major policy decisions, including City website redesign to improve access to public information and focused communication/outreach efforts on upcoming developments in Redmond’s downtown and Overlake areas.
- Build on existing relationships with Council, residents, and businesses to foster collaboration and trust.

FINANCE & INFORMATION SERVICES

- Leverage technology to enhance service, communication, and interaction with citizens and customers.

PARKS & RECREATION

- Expand and/or enhance recreation, community events, and cultural programming through community connections and partnerships. Programs will promote community health and fitness, celebrate diversity, and create civic pride.
- Continue to provide customer-driven programs, rentals and services through responsive frontline staff, accessible online information, and quality facilities and park sites.
- Expand partnerships within City departments and the community that leverage funding resources, provide a diverse range of programs, and promote community involvement. Focus will be on innovative programming, creating a distinct identity and tourism appeal.
- Create new and expand current recreation and social service programs for youth at the Community Center, Old Fire House Teen Center, Redmond Junior High and Rose Hill Junior High. Focus will be on fostering community involvement and leveraging levy resources.
- Create new City and community business relationships to develop cultural and recreational gathering places and public art placement in downtown and the larger community.

COMMUNITY BUILDING

2009-2010 GOALS

CITY OF REDMOND

PLANNING & COMMUNITY DEVELOPMENT

- Enhance communications with citizens, businesses, developers, and the community.
- Preserve and enhance our neighborhoods in a collaborative way that fosters the citizens' future vision.
- Encourage the preservation of Redmond's historic character and communicate shared history.
- Implement the Human Services Strategic Plan and ensure residents have access to needed services.

INFRASTRUCTURE & GROWTH

2009-2010 GOALS

CITY OF REDMOND

CITY COUNCIL

- Promote and support implementation of the City's land use vision in the Comprehensive Plan with a focus on the two Urban Centers of Downtown and Overlake.
- Collaborate with the administration to evaluate the City's Capital Improvement Program (CIP) and ensure future funding is directed to the community's priority capital projects.

EXECUTIVE

- Evaluate the City's CIP and its traditional functional area allocations to ensure future funding is directed to priority capital projects.

PLANNING & COMMUNITY DEVELOPMENT

- Achieve the citizens' shared values for Redmond by preparing, promoting, and implementing the City's land use vision in the Comprehensive Plan with a focus on the two (2) Urban Centers of Downtown and Overlake.
- Increase the supply and affordability of housing to provide housing choices for a diverse population.
- Complete the annexation of Redmond's potential annexation areas.
- Promote a better transportation future and mobility options through regional advocacy.
- Improve the City's ability to track and report demographic and development data.

PUBLIC WORKS

- Complete the water and sewer system plans.
- Continue to actively participate in regional utility organizations, such as Cascade Water Alliance and Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC).
- Complete development and construction of the Redmond Intelligent Transportation System (RITS).
- Coordinate traffic signals on major arterials to improve traffic flow.
- Complete and approve five-year updates to Transportation Master Plan (TMP).
- Actively pursue transportation grant funding.
- Convert Cleveland Street and Redmond Way to two-way streets in downtown.

INFRASTRUCTURE & GROWTH
2009-2010 GOALS
CITY OF REDMOND

PUBLIC WORKS (continued)

- Secure property rights to support capital projects.
- Manage City acquired properties until improvements are constructed.
- Construct the City's CIP.

RESPONSIBLE GOVERNMENT

2009-2010 GOALS

CITY OF REDMOND

CITY COUNCIL

- Provide legislative oversight, support, and monitoring of the City's Budgeting by Priorities (BP) financial plan.
- Promote a fiscally sustainable long-term financial strategy.
- Collaborate with the administration to evaluate the City's Capital Improvement Program (CIP) and ensure future funding is directed to the community's priority capital projects.
- Strategically advance Redmond's interests at the regional, state, and national level, especially regarding the Council's longstanding interests in transportation, fiscal issues, public safety/emergency preparedness, parks/open space, affordable housing, and environmental protection.
- Build on existing relationships with the administration, residents, and businesses to foster community collaboration and trust.

EXECUTIVE

- Manage the City's first-ever BP financial plan, with increased accountability for performance measurement and results in delivering citizen-identified priority services.
- Advance BP-related implementation efforts throughout Fiscal Year (FY) 2009-2010. Focus on innovation and efficiency initiatives to improve services and reduce costs, as identified in the FY 2009-2010 adopted budget and as a foundational framework for FY 2011-2012.
- Execute on service improvement initiatives identified in the forthcoming information services strategic plan to advance cost-effective technology solutions in a range of City service areas.
- Implement a customer services program so all City services are customer-focused, including related training and organizational development efforts to ensure employees are prepared to advance service improvement initiatives and other associated organizational cultural changes.
- Continue efforts to enhance Redmond's stature in the region by working cooperatively with other leaders in the area to more strategically advance Redmond's interests at the regional, state, and national level.
- Build on existing relationships with Council, residents, and businesses to foster collaboration and trust.

RESPONSIBLE GOVERNMENT

2009-2010 GOALS

CITY OF REDMOND

FINANCE & INFORMATION SERVICES

- Improve operational efficiency and customer service by completing an Information Technology Strategic Plan and implementing the recommendations as defined by the plan.
- Analyze, revise, and automate the Council agenda development process.
- Work with and support Public Works in revising the Stormwater billing system model (to a parcel based system).
- Complete a comprehensive review of the City's financial management programs and systems to assure adequate internal controls and overall efficiency.
- Raise the City's technical and fiscal knowledge by developing and conducting training for City staff.
- Evaluate and update the policies regarding the use of procurement cards and other procurement tools.
- Improve the customer's experience by expanding online business offerings.
- Protect City records and improve accessibility by moving forward with a citywide records management solution.
- Identify and implement a comprehensive budget system solution inclusive of related processes, such as internal cost allocation.

HUMAN RESOURCES

- Implement first phase of recently designed Health Promotion/Wellness Program to promote employee health and manage medical benefit program costs. Develop process to evaluate program effectiveness, identify program enhancements, and continue employee education and outreach.
- Complete phase one job description and classification recommendations and phase two review the labor market for pay of the Position Maintenance Program (outline schedule for ongoing cyclical classification and compensation review of City positions) for position groups one and two.
- Review and evaluate the effectiveness of current compensation policies to enhance performance and promote achievement of City goals.
- Develop and implement comprehensive customer service training inline with the City's vision and culture. Develop framework, facilitate stakeholder input, select provider, and implement development plan.

RESPONSIBLE GOVERNMENT

2009-2010 GOALS

CITY OF REDMOND

HUMAN RESOURCES (continued)

- Design and implement first phase of a supervisory/management development program consistent with City and department goals.
- Develop and implement communication plan to promote education of employees regarding City programs, policies, and issues.
- Work with Information Services to enhance the employment website and online tools for applicants and hiring supervisors; research and implement creative marketing and advertising of City and employment opportunities; broaden recruiting relationships with outside educational institutes and other resources.
- Facilitate transition to new Municipal Employees' Benefit Trust (MEBT) third party record keeper and educate plan participants regarding changes.
- Facilitate the review and implementation of the Personnel Rule Committee's draft rewrite of the City Personnel Manual, reflecting best practices and legal mandates. Present recommendations to managers and elected officials and negotiate with labor unions.
- Present recommendations on the City's updated medical benefit plan summary description to City Council. Collaboratively negotiate with labor unions and implement benefit changes.
- Initiate a focus group to investigate developing performance measures to assess and evaluate management of human resources on an organization-wide basis.
- Work with Finance to evaluate, update and implement changes to the Human Resources Information System (HRIS).
- Work with Police, Fire and Civil Service Commission to update the Civil Service Rules inline with best practices and legal mandates.
- Ensure the effective management of labor negotiations through research and analysis of all issues presented at the collective bargaining table. Ensure proposals are consistent with City goals. Negotiations for 2009-2010 include Police, Police Support, Washington State Council of County and City Employees Union – (AFSCME), Fire Support, Fire, and Redmond City Hall Employees' Association – (RCHEA).

PLANNING & COMMUNITY DEVELOPMENT

- Protect citizens from nuisances through effective code enforcement.

PUBLIC WORKS

- Continue to develop a well qualified and well trained work force.

SAFETY
2009-2010 GOALS
CITY OF REDMOND

CITY COUNCIL

- Promote greater outreach and community education efforts to foster an ongoing dialogue with Redmond’s increasingly diverse population.

FIRE

- Begin the recruitment, hiring, and training of firefighters who will staff an aid car at Station 17 as directed by the levy.
- Expand Fire leadership development programs and prepare Fire personnel to be the future leaders of the Department.
- Implement the “Cross Fit” fitness program to ensure the physical well-being of Fire emergency responders.
- Strive to have an average response time of six (6) minutes through constant measurement and reassessment of Fire response plans.
- Restore services after an emergency by leveraging Fire efforts through partnerships with all sectors of the community. Involve the community in planning efforts.
- Validate and promulgate the City of Redmond All Hazard Comprehensive Emergency Management Plan with department directors.
- Update the City of Redmond emergency preparedness information on the City’s web site and utilize technology to deliver public education services.
- Provide vehicles and equipment to protect firefighters, community and citizens.
- Create predictable timeframes for plan review and issuance of fire and building permits in the Development Services Center as a collaborative initiative with the Planning, Building, and Public Works departments.
- Provide at least four (4) public/citizen outreach events focusing on life safety education, fire prevention, and risk reduction through inspections.
- Develop a pre-plan process to provide building information to first responders to enhance efficient incident management.
- With the help of a customer service advisory board, measure the ongoing progress or effectiveness of the service goals related to timelines, quality and professionalism.

SAFETY
2009-2010 GOALS
CITY OF REDMOND

POLICE

- Combating criminal behavior through the Auto Theft Tactical Analysis Center of King County (ATTACK) concept, a model that utilizes regional information sharing and pro-active crime analysis.
- Enhance officers' abilities to conduct thorough investigations and complete timely and thorough reports.
- Increase citizen education and safety through the Redmond Police Department's website, media, and other public relations outlets.
- Use proper case management principles to conduct timely follow-up, as well as update victims frequently and consistently on the status of their case until case resolution.
- Use the Electronic Document Management System to enter current year case reports on a daily basis and digitize 2001 through 2007 case reports by the end of 2010.
- Increase traffic enforcement operations for high profile traffic violations Citywide.