
MAYOR'S MESSAGE

January 2017

Redmond City Council and the Redmond Community:

It is my pleasure to present the City of Redmond's biennial budget for the years 2017 and 2018. This is my fifth budget developed using the community's priorities as our framework. While a budget is traditionally a spending plan, our budgets here in Redmond have become much more. In this message I will summarize how we align our resources with the interests and ideals of our community while continuing to move the City forward. This budget funds those programs that our community finds most important, maintains past investments, and reinforces continued improvements in how the City delivers value to the Redmond community.

Community Priorities

We continue to utilize the six priorities identified by the 300+ community members in 2008 as the foundation of our financial planning. These priorities:

- a vibrant economy;
- a diverse and connected community;
- a commitment to staying "clean and green";
- support for infrastructure that keeps pace with growth;
- a responsible and responsive government; and
- a safe community;

have been affirmed in subsequent surveys as well. The community priorities form the basis for how we think about the goals for the future and the resources necessary to pursue and achieve those goals.

The community's influence on the budget continues with an annual, statistically valid survey conducted each budget year. The most recent survey confirmed progress on many fronts but also identified areas where our residents are looking for improvement. We've worked to provide that focus with the recommendations in this budget.

For the second time, we've also provided an on-line tool to gather additional community input regarding priorities and choices for City investment. The "Your City / Your Choice" website registered over 750 visits by community members (residents, business owners and those employed in Redmond). The on-line tool was enhanced this year to offer more focused feedback on how the City's resources should be allocated. Other in-person input opportunities helped frame our approach as well. These included the "Neighborhood Conversations" held last year

around the community, the National Night Out with sixty-one community events and the traditional public hearings on the budget.

Investments

Preserving our neighborhoods. We continue to hear from Redmond residents that they want to continue to enjoy our evolving network of strong neighborhoods. Consequently, the preservation of Redmond’s neighborhoods is one reason we’ve invested in growing our urban centers. With future growth directed to the urban centers, the pressure for development of the residential neighborhoods is mitigated. However, we need to keep the quality of City amenities in these neighborhoods strong as well. As a result, this budget invests in neighborhood sidewalk and roadway preservation. In addition, we are adding and converting resources for our police department to address growing property crime and related investigations.

To address the growing concern over homelessness, the related human service programs that the City has traditionally supported will benefit from additional investment as well. The part-time homeless coordinator position has become a full-time regular position. We experimented with this balanced approach this past summer and it has proven to be an effective way to address concerns while providing the needed support and guidance to those who are struggling. We also heard the significant need for affordable housing, and allocated one-time revenues to help increase the supply of affordable housing. In addition, we are incorporating the Human Services Commission’s recommendation to increase the city’s ongoing support for human services agencies consistent with our strong partnership efforts to date.

Environment: Keeping it Green. The Redmond community also wants us to maintain the beautiful environment we’ve long appreciated. We are increasing our implementation of a “low impact development” approach to help preserve our environment while growth and development continue. This initiative adds two technical employees to plan for and then inspect development projects to reduce their impact on our environment. In addition, we will perform studies to gather data to understand our environment better. This work will enable us to make the best choices about maintaining a healthy environment in the face of continued development.

Clean, reliable drinking water has become a top concern in light of several problems around the country and the region. We have added an indicator to our performance system that clarifies that Redmond’s drinking water remains safe. We added an employee focused on continued protection of the City’s groundwater system – a critical element of our safe drinking water strategy.

We have included resources to maintain the new trails, parks and landscaping. This includes a parks maintenance employee as well as needed supplies and equipment. We have also added resources to the very successful Green Redmond Partnership as well as continuing investments

in Redmond's tree canopy. We are increasing resources to partner in our solid waste program goals of reducing, reusing and recycling as well.

Investing in the Future. As discussed above, a key strategy to protect our existing neighborhoods has been to direct growth to the City's two urban centers, Downtown and Overlake. We first focused on downtown with investments in utilities, roadways and now parks. These investments have contributed to the vibrancy in residential, retail and commercial development in our downtown. While these projects are wrapping up over the next few years, we now focus our attention on the Overlake urban center. Investments in utility systems have already begun and additional capital projects in transportation systems will increase. Thanks to strong partnerships with Sound Transit, the State of Washington and Microsoft, this budget includes several collaborative investments to improve access to this urban center and keep pace with the anticipated growth that will occur there.

While growth is occurring, it remains important to preserve past infrastructure investments. The first comprehensive review of City facilities was conducted last summer. In the resulting report we catalogued several needs to preserve City buildings and facilities and increase their useful life. This budget sets aside limited resources to address the most acute needs. In addition we have begun to identify resources and develop strategies to address the longer-term, more challenging issues.

Organizational Excellence.

As reported to Council last year, we've been working to improve the performance of City government in a variety of ways. This work started with a focus on those things the community valued (our budget priorities) and a strong community voice in our decisions. We've since added accountability for the results our community expects. As with the last budget, each budget offer includes a "logic model" – a type of road map – showing the purpose of the budget program and how we will demonstrate its value. We have improved the quality and relevancy of this work in this budget, as well as added a new "dashboard" of community outcomes related to the budget priorities.

Other organizational improvements include a new "Customer Service Center". This effort will relocate four existing city staff to a new counter location on the first floor of City Hall. Here, customers will find quick access to a variety of municipal services or be directed to the best location for more involved needs. Other department reorganizations are focused on putting more resources into front-line service to our community as well. As an example, the Police and Parks departments are reorganizing to maximize service delivery to better address neighborhoods' needs.

The Budget

The total budget for 2017-2018 is \$679 million, a 3.6% increase over the past biennium. Of this amount, \$132 million is for capital improvements such as roadways, parks, trails and sidewalks, which represents an increase of \$26 million or 20%. The budget includes converting limited duration positions and adding eight positions primarily focused on new environmental initiatives (low impact development), community safety and maintaining new investments in our parks and environment (surface water facilities). Despite the addition of the new positions, City employment compared to population continues to decline from a high of 13 full-time equivalent employees per 1,000 population in 2007-2008 to 11.1 in 2017-2018.

The City's "Price of Government" (the "price") continues to decline as well. This ratio compares total city revenues to community income. From 1998 through 2013, it hovered between 5% and 6%. The "price" dropped in 2014 to 4.9% and with this budget, the "price" continues to decline. That said, we have included a .95 percent increase to the property tax and a CPI increase to business license fees, in keeping with the Council's adopted long-term financial strategy.

Conclusion

This is my fifth budget as Mayor of the City of Redmond. I'm very proud of what we've accomplished together in the past, and am committed to pressing for more value in the delivery of service to the community for the future. In each budget we work to "up our game" and provide more of the community's priorities for a lower "price of government". We strive to provide accountability for results – results that matter to our residents, businesses and visitors. We are able to accomplish this working together as a team of employees, community and leaders. The strong commitment to this teamwork by the Redmond City Council has been an integral part of our success. I encourage you to share your questions and suggestions on the community issues that are important to you and the services we provide. You can contact me by phone at (425) 556-2101 or email at mayor@redmond.gov.

Sincerely,

A handwritten signature in blue ink that reads "John Manchione". The signature is written in a cursive style with a large, looped initial "J".

BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

2017-2018 ADOPTED BUDGET

CITY OF REDMOND

This section summarizes the major changes in the 2017-2018 Adopted Budget. For details on these changes, please see each of the priority sections of the budget.

Budgeting by Priorities

As in the past four biennial budgets, the City of Redmond is using the Budgeting by Priorities (BP) process to build the budget. As a result, Redmond is presenting information in the context of the priorities as defined by the community and refined by the City Council.

See the “Budget by Fund” Section for Prior Year Comparisons

The only financial information presented in the context of prior years is the “Budget by Fund” financial summaries. By its nature, BP is a form of “zero based” budgeting in that some offers may be comparable over time, but staff is encouraged to be innovative and collaborate in creating offers. Therefore it is difficult to compare budget offers over multiple budgets.

City of Redmond’s Financial Plan

The City of Redmond works to manage its fiscal responsibilities in a sustainable manner using best practices and financial strategies, while conforming to council policies. There is an intentional logic in the design of the City’s financial planning strategy. It is represented in the illustration below and referred to often in this budget.

Relationship of the Financial Planning Elements



First Layer:
Long Range Financial Strategy

The foundation of the City’s financial planning efforts is the **Long Range Financial Strategy** (LRFS) first developed by the City Council in 2005 and revised most recently in February 2016. This strategy is comprehensive for all city functions and funds. It includes the other elements referred to in the above illustration.

Second Layer:
Price of Government

The **Price of Government** is how the City thinks about the right level of resource that should be available to provide city services. The “price” is a ratio of total city revenues (all funds /all external revenues)

Resources Available
for the Provision of
Facilities and
Services

Third layer:
Capital Investment
Strategy

CIS as a Foundation

Revenue Strategy

**Increase in Business
License Fees**

.95% Property Tax

**Utility Rate
Increases**

to total personal income (personal income x population). It has historically been between 5% and 6%. If the budget is approved as presented the Price of Government will be 4.9% (for more detailed information, see the Budget Overview).

The “**Capital Investment Strategy**” (CIS) was developed in 2010-2011 for two primary purposes. First, to ensure capital investments across the City are proposed in a coordinated fashion and focused on the vision as defined by the adopted comprehensive plan. Second, it informs the capital facilities plan and the ability of the City to facilitate growth. An inherent aspect is the ability to maintain the City’s past investments into the future.

The CIS is portrayed as foundational, as the level of service (described in the State Growth Management Act) is both a capital facilities and an operating budget concept. The Comprehensive Plan describes the type of city and/or community that Redmond strives to provide in the form of facilities and levels of service. This should be reflected in both the Capital Facilities Plan (the implementation version of the CIS) and the operating budget.

As described in the *Long Range Financial Strategy*, a target price of government of between 5% and 5.5% of community income would enable the City to “keep up” with on-going service levels and maintenance needs. It would also provide the City with the resources to “catch up” on some needed maintenance in the transportation systems and city facilities. It will not provide funds to “step up” to some of the wants, needs and challenges described in the offers within this budget.

In order to address these needs, this budget totals \$679 million which is a 3.6% increase over the previous biennium. This budget maintains the purchasing power of the business license fees with an adjustment for the effect of inflation in the amount of \$80,000 annually or a 2.4% increase bringing the business license fee to a total of \$109 per employee in 2017. Business license fees provide specifically for transportation system and transportation demand management improvements (\$64.00 per employee) as well as general government needs (\$45.00 per employee). Consistent with the City’s Long Range Financial Strategy, this budget also includes a .95% property tax increase and utility rate increases (annual increases of 2% for water and 0% for wastewater and 0% for stormwater) in the next biennium.

One-Time Revenue

The City is also anticipating one-time resources in the General Fund to total \$10.8 million due to under expenditures and carryover of the contingencies from the prior biennium.

Balancing the Budget

In addition to considering revenue resources, the City has carefully and thoroughly scrutinized the cost of providing service and has captured efficiencies where possible. Many examples are cited throughout this budget and are summarized in the Process Overview in the Budget by Priorities tab section. In addition, right-sizing resources, evaluating programs, seeking resource leverage opportunities and building new community program partnerships were also significant steps in balancing the budget.

Performance / Logic Models

Another accountability method used during the budget process, is the City's Dashboard indicators. Council first adopted the Dashboard in 2011 and approved a revision to the measures in 2016. A summary of the dashboard measures can be found in the Budgeting by Priorities Process Overview section as well as on the city's website at www.redmond.gov/performance . In addition to the Dashboard, logic models were retained this biennium for use as a measuring tool to identify the performance of a service or program in relation to the City's key benchmarks or measures. Each offer contains a logic model of intended results along with relevant measures.

Capital Investments

The total General Fund transfers to capital investments amounts to \$11.2 million. This includes the 5% General Fund policy transfer of \$7.8 million, pavement management (\$600,000), sales tax on construction (\$2.5 million) to support the debt on City Hall and another \$288,250 for increased support to A Regional Coalition for Housing (ARCH) and observed deficiencies in City Buildings. The total 2017-2018 capital investment in this budget includes utility investments equals \$132 million (excluding ending fund balances and transfers). Some significant projects programmed into the CIP in the near term include Cleveland Street/Redmond Way One-Way to Two-Way Conversion, City Facility Improvements and Renovations and Downtown Park. The budget uses the Capital Investment Strategy to ensure that capital expenditures are focused on developing the City's vision as illustrated in the comprehensive plan.

Increase in Employees

The budget includes an increase of 10.14 full-time equivalent (FTE) employees (1.50 FTE limited duration conversions to full-time and 8.64 new FTEs). The summary below illustrates where employees were added to the City's workforce in this budget. The increase in the Executive Department is the establishment of the Customer Service Center. These employees came from the Public Works and Planning Departments. In addition, staff member is being added to the Communications Division. In Finance the addition is to address the challenge of managing records, including requests for records. The Parks, Planning and Public Works additions address on-going

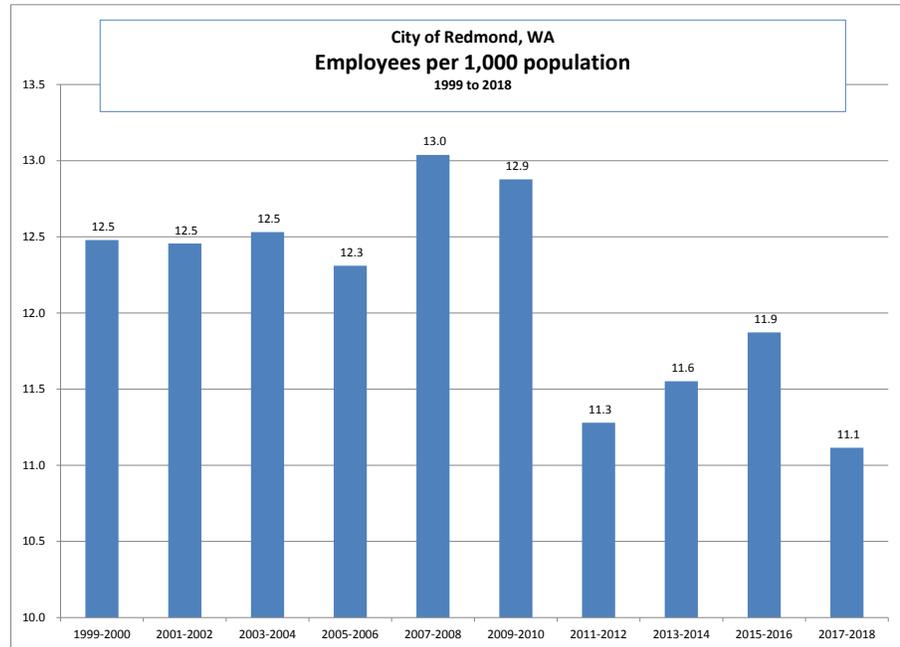
maintenance for new initiatives (low impact development) and from new facilities (additional trails).

Police is adding a new police officer in investigations and the outreach coordinator addressing homelessness will be made permanent. The Fire Department is adding a civilian position to coordinate the Office of Emergency Management as well as reducing a half-time administrative position.

Summary of Staffing Changes

2017-2018 FTE	
Department	Additions
Executive	1.00
Finance	1.00
Fire	0.50
Parks	1.00
Planning	3.44
Police	1.00
Public Works	2.20
Total	10.14
Conversion from Limited Duration Status to Regular	-1.50
Net Total Additional FTEs	8.64

Comparison of Staffing Level Over Time



The budget highlights of each priority are summarized below:

Business Community

Increase in Development Service Activities

BUSINESS COMMUNITY

I want a diverse and vibrant range of businesses and services in Redmond.

- Development Surge – Continues support of additional Development Review staff approved by the Council on June

Sustainable
Economic
Development

21, 2016 to accommodate the increase in general development activity as well as staffing needed to support development agreements. Also, adds a full-time equivalent position (\$288,410) in the utility area to ensure sound engineering and design to meet low-impact development (LID) goals.

- Business Access and Mobility – Continues support of the Redmond Loop community shuttle program originally adopted in the 2015-2016 biennial budget.
- Leveraging Opportunities – Builds and sustains partnerships with other organizations (e.g. OneRedmond, the Economic Development Council of Seattle and King County, and Washington State Department of Commerce) as well as fosters a positive economic environment through efficient regulatory processes, attracting and retaining new businesses and promote Redmond as a quality community for investments.

Clean & Green

CLEAN & GREEN ENVIRONMENT

I want to live, learn, work and play in a clean and green environment.

Maintaining and
Managing
Redmond's Green
Spaces

- Stewardship of Natural Areas – Actively managing natural areas in parks, trails and open space by increasing funding for the Green Redmond Partnership (\$50,000) to support volunteer efforts and transform one acre of the City's tree canopy (\$60,800) to reach tree canopy targets.

Maintaining Park
Facilities

- Beautification – Increase maintenance and staffing (1.0 FTE Maintenance Technician) allocation for newly constructed capital projects such as Downtown Park and Redmond Way landscaping (\$306,872) and catching up on small capital projects (\$197,000) while reducing supplemental salaries by \$68,000.

Recycling

- Education and Outreach – Providing resources (.20 FTE Program Administrator) increase solid waste and recycling education for the expanding food waste collection program to multi-family dwellings.

Stormwater
System
Maintenance

- Maintaining the City's Stormwater System – Adds a soils map (\$300,000) to help public and private projects assess low impact development feasibility, maintains new stormwater regional facilities (\$50,000) and at the same time completes the Stormwater Functional Plan (\$150,000).

Protecting
Water
Sources

- Water Quality – Converts 1.0 limited duration FTE (\$119,136 grant funding) to a regular full-time employee to continue assisting business owners in managing hazards to the City’s drinking water. Adds a groundwater model development (\$75,000) and water quality monitoring integration (\$100,000) to improve water quality monitoring program and increase levels of service.

**Community
Building**

COMMUNITY BUILDING

I want a sense of community and connections with others.

Connecting the
community

- Recreational Opportunities – Maintains current level of funding for recreation operations while adding \$115,000 for increased transaction fees for the City’s new ActiveNet Registration Software.

Community
Engagement through
Arts and Events

- Arts and Events – Continues to provide the Community with free, unique events and cultural experiences and adds an additional evening of Redmond Lights festivities (\$6,000) and a Community Picnic at the opening of Downtown Park (\$25,000).

Making Great Public
Parks and Places

- Public Parks and Places – Creates, improves and maintains public spaces with integrated art and landscape design. Funding will support an Americans with Disabilities Act (ADA) plan for outdoor parks and recreation facilities as well as other citywide needs.

Strategic
Investments in
Human Services

- Human Services – Increases support to per capita human service funding from \$13.25 to approximately \$16.90 (\$476,000) and adds an additional allocation to support the construction of affordable housing (\$228,250) through a Regional Coalition for Housing (ARCH).

Community
Engagement

- Citywide Communications –Connects and informs the community through accurate, consistent and transparent communications with an additional 1.0 FTE Communications Marketing Administrator (\$253,579).

Infrastructure & Growth

INFRASTRUCTURE & GROWTH

I want a well-maintained city whose transportation and other infrastructure keeps pace with growth.

Transportation

- Traffic Mobility – Maintains and operates safe and reliable traffic signals and street lights. Adds one-time funds (\$24,000) for assistance in collecting site triangle information for all City intersections as well as ongoing funds (\$40,000) to maintain and operate new signal and light infrastructure being built Downtown.

Maintaining City Streets

- Street Maintenance – Maintains street pavement and right-of-way infrastructure and adds \$600,000 of one-time money for repairs to damaged sidewalks and asphalt.

Infrastructure, Design, Construction and Compliance

- Construction Services – Ensures new infrastructure and construction activities meet codes and requirement, as well as adds a 1.0 FTE Construction Inspector (\$53,845 for the last half of 2018) to support low-impact development (LID).

Maintaining Facilities

- Facility Services – Provides property management, repair and maintenance services to twenty-six separate city-owned facilities.

Clean, Safe Drinking Water

- Safe Drinking Water – Ensures a reliable supply of high quality drinking water and includes one-time funds (\$150,000) for improving maintenance levels of pressure reducing valves.

Wastewater Systems

- Wastewater Services – Provides a reliable system for the collection and treatment of wastewater.

Strategic Transportation Systems

- Transportation Planning – Supports the strategic planning and project development to achieve Redmond’s vision of vibrant urban centers and connected neighborhoods and through one-time money continues planning efforts in SE Redmond, the north-south corridors and Leary streetscape (\$600,000).

Tracking and Maintaining City Assets

- Asset Management – Provides good stewardship of city-wide assets through continued implementation of the Asset Management System and adds one-time funds (\$25,000) to look at improving warehousing functions and \$110,000 to capture missing data and build a more comprehensive asset inventory.

- Capital Investments– Ensuring strategic capital investments to support the development in Downtown, Overlake, and established neighborhoods. Projects include: Conversion of one-way streets to two-way, pedestrian and bicycle bridges in Overlake, trail connections, mobility improvements establishing a customer Service Center and major maintenance of City assets.

Responsible Government

RESPONSIBLE GOVERNMENT

I want a city government that is responsible and responsive to its residents and businesses.

City Financial Services

- Financial Services – Provides utility billing, accounting, auditing, financial planning, purchasing and treasury services to support the operations of the City. Includes one-time funds (\$25,000) to conduct a development user fee study and one time funds to focus on process improvements to utility billing.

Dependable Equipment

- Provide Dependable Vehicles & Equipment – Maintains fleet services responsibility for procuring and maintaining the City’s fleet in a safe, dependable and fiscally responsible manner.

Public Records

- Records Management – Continues the investment in a citywide electronic Records and Information Management (RIM) System by adding a 1.0 FTE Records Coordinator (\$173,441) to ensure business continuity and regulatory compliance.

Managing Risk

- Risk Management – Ensures protection against property and liability risks, as well as provides for the management of claims. Additionally, protects the City from any unnecessary loss of scarce community resources, while preserving City investments.

Information Technology Strategic Investments

- Information Technology – Ensures the City technology systems can support the delivery of services by providing highly reliable, state of the art systems. Provides one-time support (\$1,940,000) to strategic investments in citywide technology including an additional investment (\$1,000,000) into the existing enterprise-wide financial technology.

Citywide Reserves and Contingencies

- Citywide Reserves – Provides sufficient cash flow to meet the City’s needs and to support an acceptable level of City services in the event of a catastrophic incident. Meets all policy targets, including 8.5% operating reserve for the General Fund and 4% for the economic contingency.

Managing Personnel

Organizational
Excellence and
Process
Improvement

- Human Resources – Continues the work of developing and managing programs designed to attract and retain effective and accountable leaders.
- Innovation Fund – Continues the innovation fund (\$200,000), in conjunction with the Organizational Excellence Initiative. This fund will be available for use by city staff to implement new approaches to provide improved service.
- Organizational Excellence – Supports existing process improvement, leadership development, customer service initiatives and innovation programs. Continues the Lean initiatives (\$150,000) that have been a valuable investment in process improvement activities. Realigns current staffing to create a new Customer Service Center by adding a .25 FTE Business License Technician (\$54,121) and moving existing employees to staff the Center with 4 full-time employees. The new Customer Service Center will consolidate high volume customer service functions on the first floor of City Hall which includes some capital investments in the building.

Safety

SAFETY

I want to be safe where I live, work and play.

Fire Prevention

- Fire Prevention Services – Prevents, reduces and provides quick response to emergency situations through education, engineering and enforcement of codes and standards.

Jail Services

- Jail Services – Increases the cost of jail services by \$320,000 to “right-size” the number of required jail beds and the associated medical cost increases.

Fire Equipment
Maintenance

- Fire Apparatus Maintenance – Provides vehicle testing, maintenance and repairs following best practices of industry standards and manufacturer recommendations. Supports one-time, additional supplemental help to implement the new AssetWorks fleet system (\$70,000).

EMS / Suppression

- Emergency Medical Service / Suppression – Ensures timely and effective fire suppression and rescue response to preserve life and property and adds additional overtime funds (\$500,000) to support fire services during the development surge. Transfers .50 FTE Administrative Assistant to the realigned Office of Emergency Management.

Investigating
Property Crime

- Investigations – Meets the need to address increase property crime by adding 1.0 Police Officer focusing on intensive large scale property crime investigations (\$134,000).

Disaster Planning and Response

- Emergency Management – Works to plan, prepare, respond and recover from disasters. Transfers the Office of Emergency Management to the Fire Department and adds 1.0 FTE Emergency Manager (\$285,000) funded from the realignment of positions

Homelessness Advocacy

- Homelessness Outreach and Advocacy – Responds to community homelessness issues and assists homeless individuals by dedicating 1.0 FTE Homeless Advocate (\$183,693) to meet critical human service needs.

Managing For Results

PERFORMANCE DASHBOARD

In addition to financial accountability, the City introduced accountability for performance through use of the “Dashboard Indicators.” Dashboard Indicators along with program performance measures identify the performance of a service or program in relation to the City’s initiative.

During the past year, the Dashboard Indicators were reviewed and approved by the City Council (for further details see the Process Overview Section). Programmatic logic models presented within the offers utilize the new Dashboard. In addition, these indicators will be presented along with updates on the City’s website (www.redmond.gov/performance). On the website each measure leads to an explanation of the indicator and current performance results. Below are the twenty-three Dashboard Indicators utilized as the basis for our Performance Management accountability program.

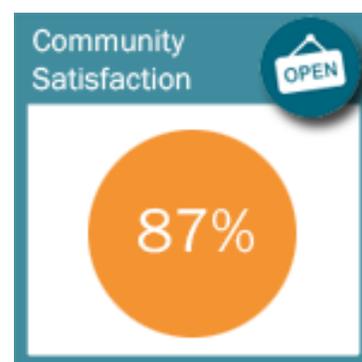
Color Key

- Meets or exceeds target
- Near target
- Needs improvement

**BUSINESS
COMMUNITY
PRIORITY**



6% increase since 2009

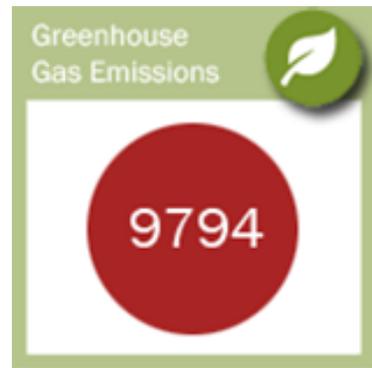


87% satisfied with mix of businesses

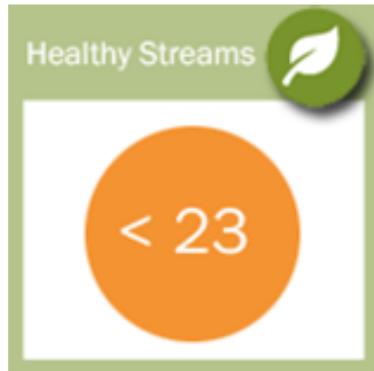
CLEAN AND GREEN PRIORITY



Meets water quality standards



Tons of eCO₂, a 16% increase since 2008



Score of 35 or higher equals healthy streams



20 pounds of solid waste and



Percent of tree canopy coverage



Percent of residents within 1/4 mile of open space

COMMUNITY BUILDING



Percent of community satisfied with connection to community



Equitable access to services

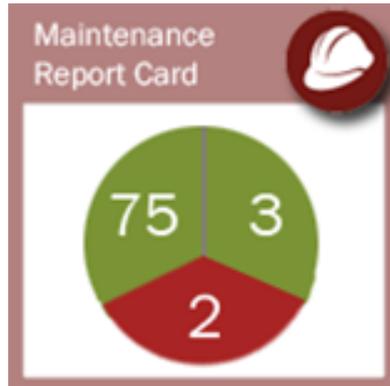
INFRASTRUCTURE AND GROWTH



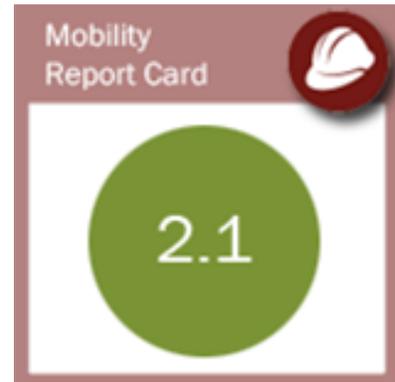
Ratio of affordable housing compared to need



Condition assessment of facilities

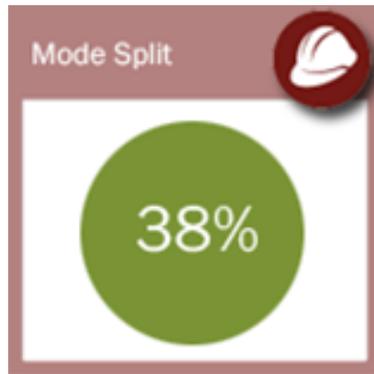


Pavement condition (75), water main breaks (3) and sewer overflows (2)



Ratio of transportation system supply to demand (target is > 1)

**INFRASTRUCTURE
AND GROWTH
(continued)**



Percent of commute trips made other than in single occupancy vehicles

**RESPONSIBLE
GOVERNMENT**



Bond rating – AAA is highest Available



Percent satisfied with City services



Ratio of total revenues compared to community income

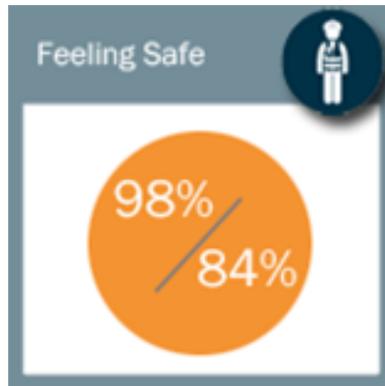
SAFETY



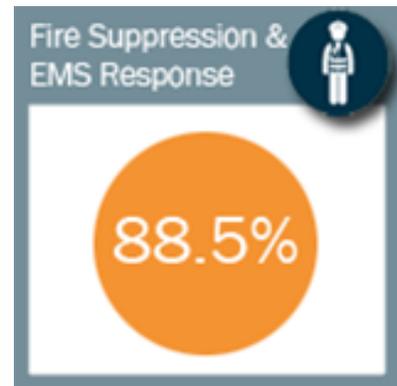
Building Code effectiveness (2)
Fire Insurance ratings (3)



Crimes per 1,000 population



98% feel safe in the daytime
84% feel safe at night



Percent of responses within standard targets



Percent of cases cleared compared to state average