



Excellence Miami Beach

Summary of Survey Results

September 6, 2005





Survey Objectives

- ❑ Understand current satisfaction among community groups with the City of Miami Beach government and the services it provides
- ❑ Determine whether the priorities identified in the 5-year vision/strategy plan are indeed the 'right' ones based on feedback from groups
- ❑ Benchmark the City to similar jurisdictions
- ❑ Provide recommendations for improving satisfaction and quality of life
- ❑ Create a baseline that can be used to track progress over time



Reliability of the Data: Resident Survey

- ❑ Resident survey is held to a confidence estimate of 95%, +/- 5% (standard polling guideline for surveys of this type)
 - If we asked a question from this survey 100 times, 95 of those times the percentage of residents giving a particular answer would be within 5 points of the percentage who gave that same answer in this survey
- ❑ Statistically speaking, given the overall resident population of ~87,000, we would only require 382 completed responses to meet criteria
- ❑ Hay Group received **1,053** completed responses
 - Out of 5,000 contacted; **Response Rate = 21%**
- ❑ These responses provide for a confidence estimate for the City of Miami Beach Resident Survey overall of **95%, +/- 3%**
 - NOTE: Total Resident data has been weighted by region, race and income to reflect actual population *census* demographics



Reliability of the Data: Business and Community Organization Surveys

- Business survey is also held to a confidence estimate of 95%, +/- 5%
 - For the overall business population of the City of Miami Beach (5,395 businesses), we require 365 completed survey responses
- Hay Group received a total of **466** completed business responses
 - **Overall Response Rate = 8%**
 - North Beach: 21%
 - Mid-Beach: 12%
 - South Beach: 5%
- These completed responses provide for a confidence estimate for businesses of **95%, +/- 4%**
 - Reliability for each region is +/-7%
 - Total Business data has been weighted to reflect actual number of businesses in each region
- Hay Group contacted all 46 organizations and obtained **26** completed community organization responses across the City
 - **61% response rate** - Great participation for a 'customer' survey of community organizations



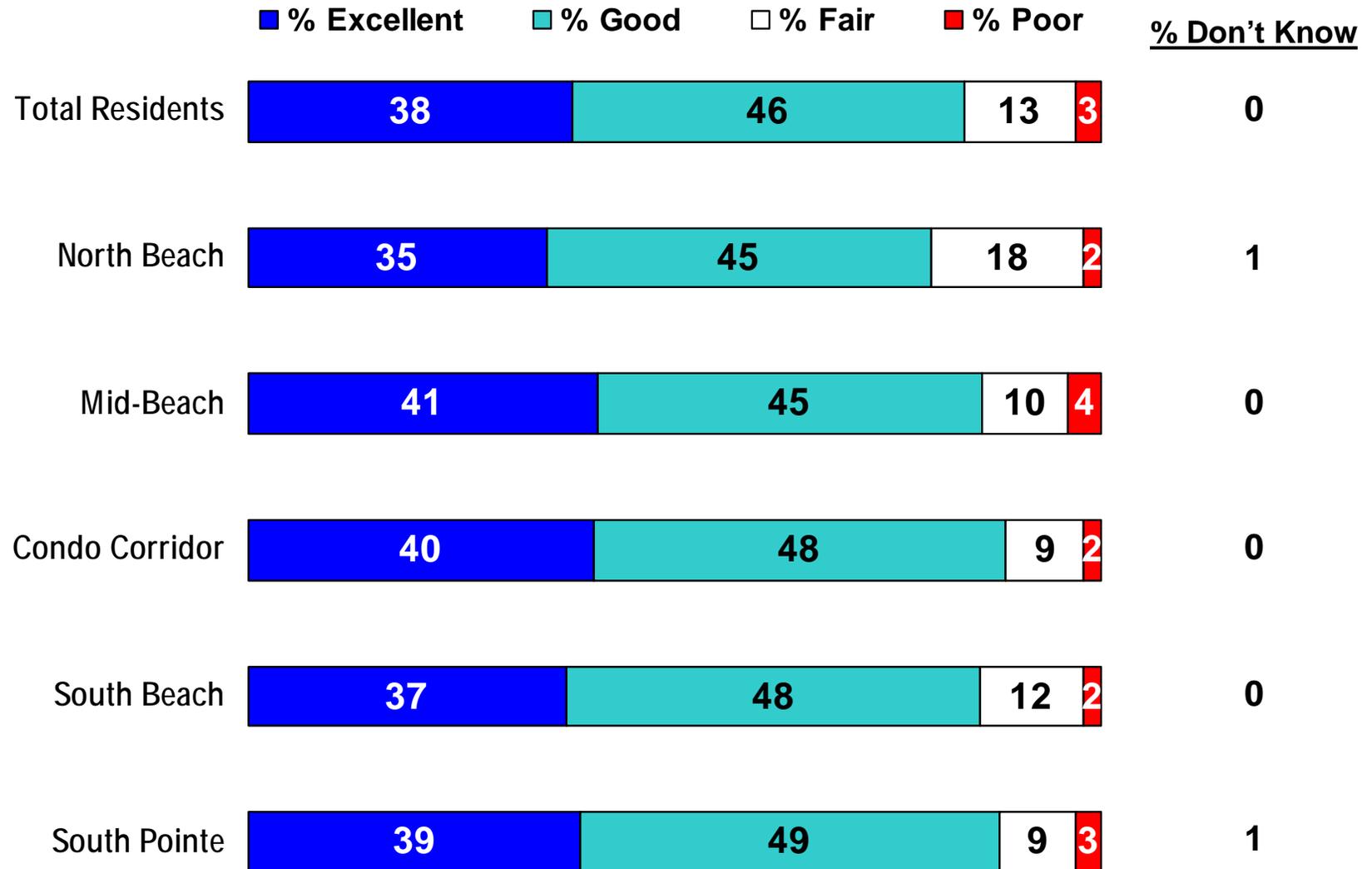
V. Results by Major Category

➤ Overall Satisfaction



Overall Satisfaction

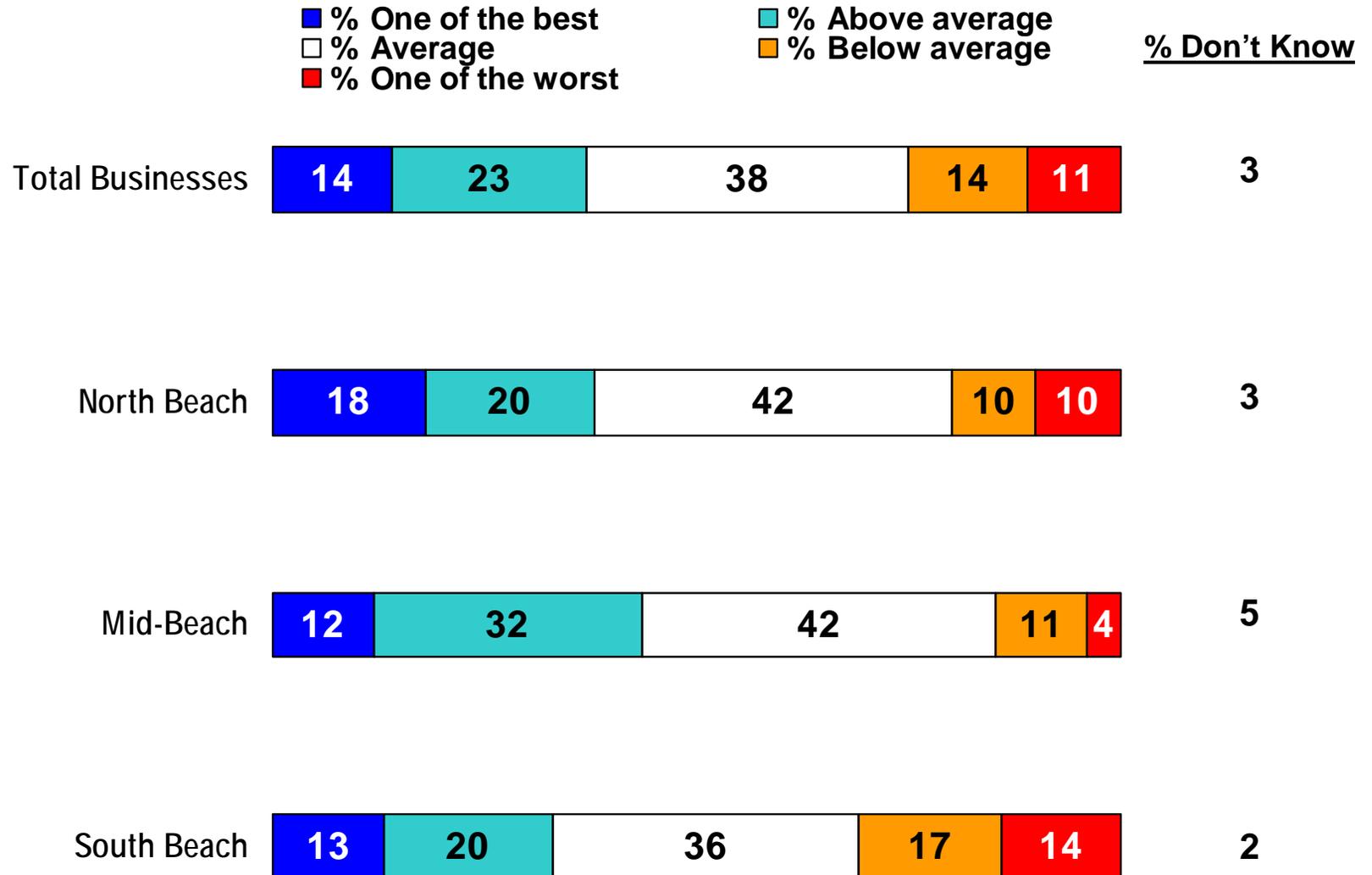
How would you rate Miami Beach as a place to live?





Overall Satisfaction

How would you rate Miami Beach as a place to run a business?





Overall Satisfaction

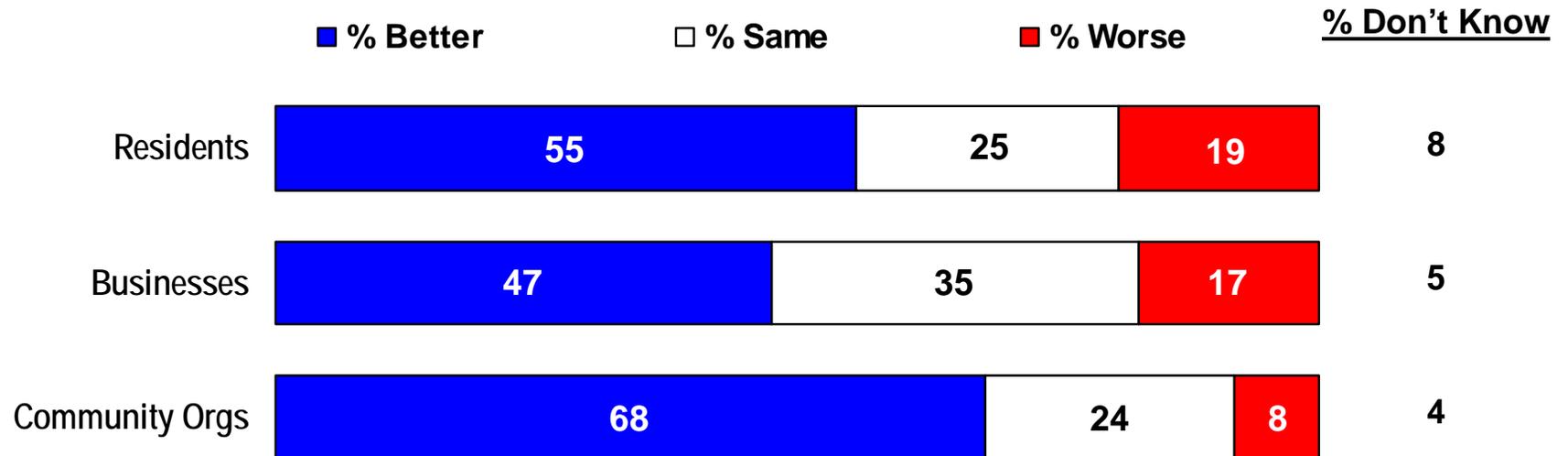
How would you rate Miami Beach as a place to live, work and play?



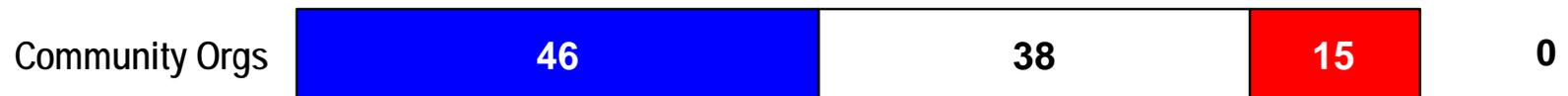


Overall Satisfaction

Would you say as a place to live, work, play, visit or do business, is the City of Miami Beach better, the same, or worse than a few years ago?



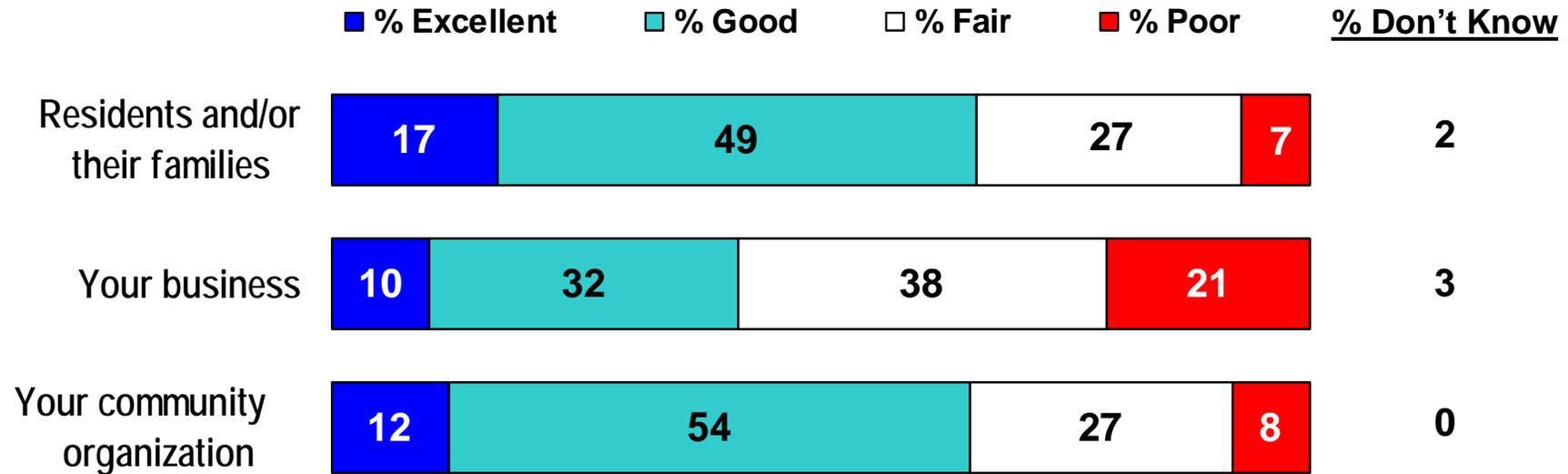
Are community organizations better off, the same, or worse off than a few years ago?





Overall Satisfaction

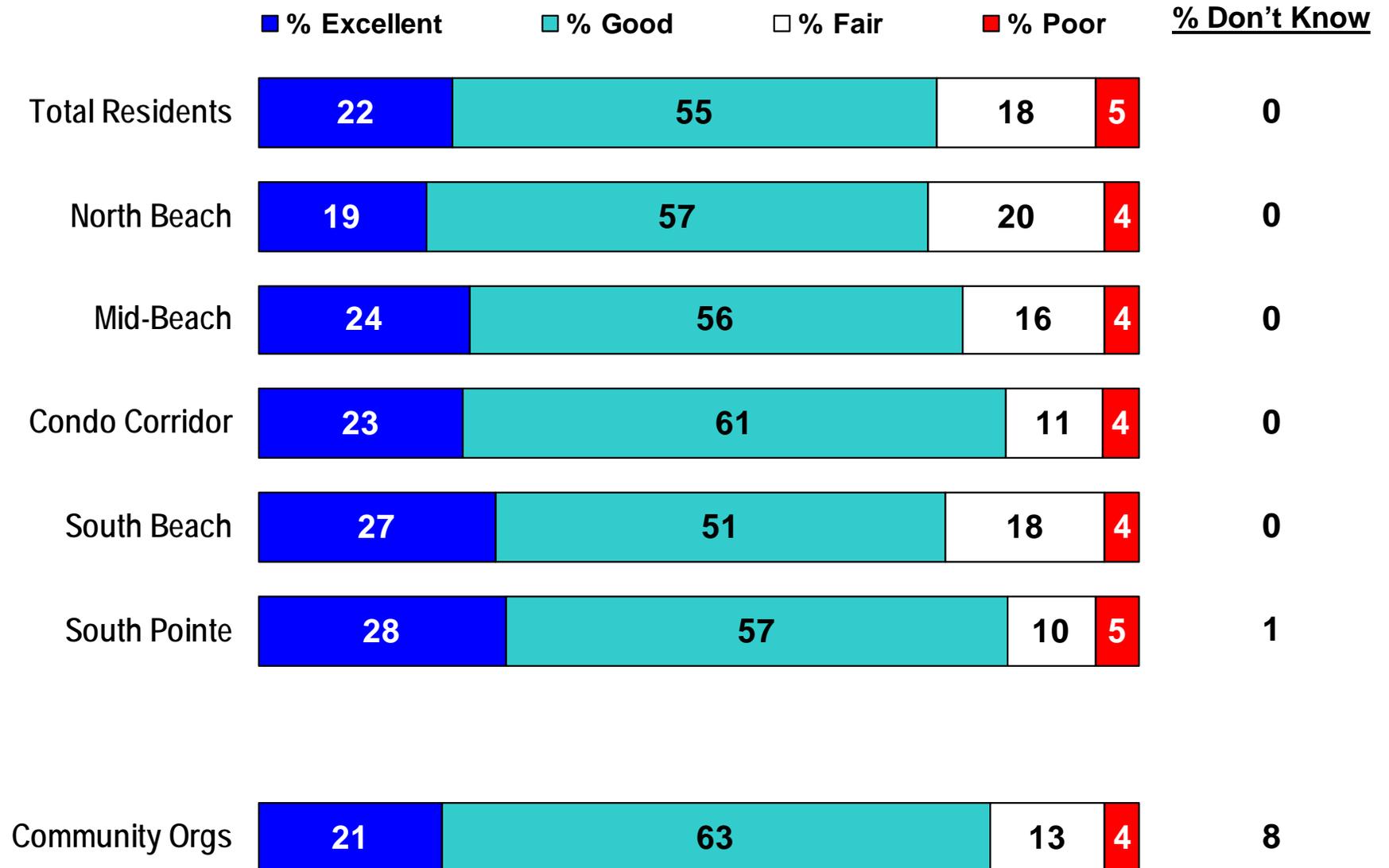
Overall, how is the City of Miami Beach doing in meeting the needs of...?





Overall Satisfaction

Overall, how would you rate the quality of life within the City of Miami Beach?





Overall Satisfaction

What one area is the most important to you regarding quality of life in the City of Miami Beach? [RESIDENTS]

Rank across region

<u>Category</u>	<u>NB</u>	<u>MB</u>	<u>CC</u>	<u>SB</u>	<u>SP</u>
Beaches (maintenance)	6	4	3	5	6
Cleanliness of streets	4	6	5	4	4
Nightlife (noise, disorderly youth)	7	7	7	7	5
Recreational programs	5	3	6	6	7
<i>Safety across the City</i>	2	1	2	3	1
<i>South Beach area</i>	1	5	1	1	2
<i>Traffic/congestion</i>	3	2	4	2	3



Overall Satisfaction – In Sum

- ❑ Residents and Community Organizations view the City very favorably as a place to live, work, play or visit and getting better than just a few years ago
 - Results for Residents above norms
- ❑ Businesses somewhat split about the City of Miami Beach as a place to do business (37% say it is “One of the Best/Above Average”, 38% “Average”, and 25% “Below Average/One of the Worst”) but almost half feel it is improving
 - Climate and proximity to customers often cited as major reasons for businesses selecting Miami Beach
 - Perhaps not surprisingly, Hotels are most positive about the City as a place to do business
- ❑ Most Residents and Community Organizations feel City government is meeting their needs – Businesses not as positive
 - Once again, Residents above norms
- ❑ As a consequence, over $\frac{3}{4}$ of Residents and Community Organizations rate quality of life in Miami Beach very highly
 - Safety remains one of the primary topics on the minds of community groups

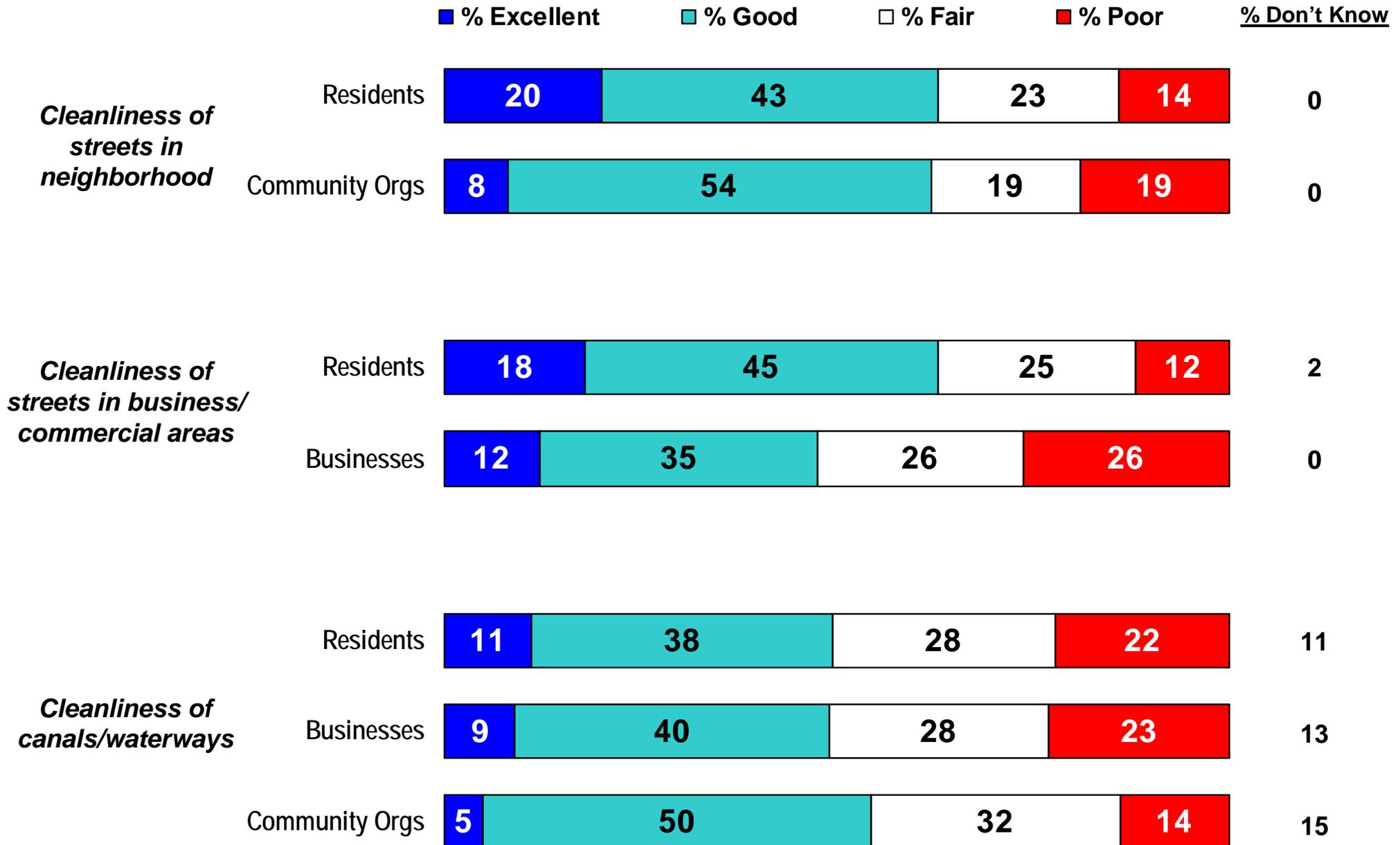


V. Results by Major Category

- City Services/Quality of Life**

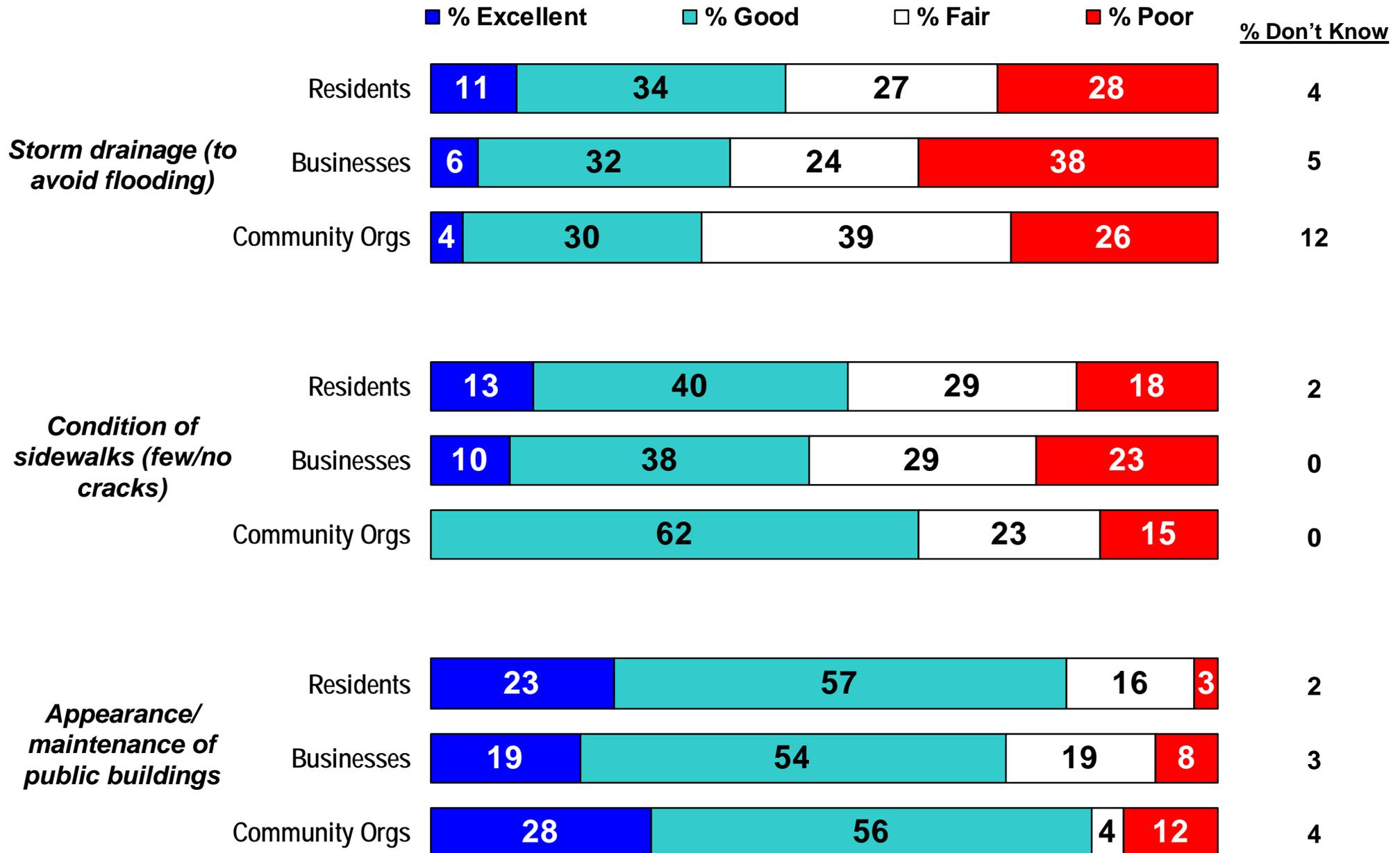


City Services/Quality of Life



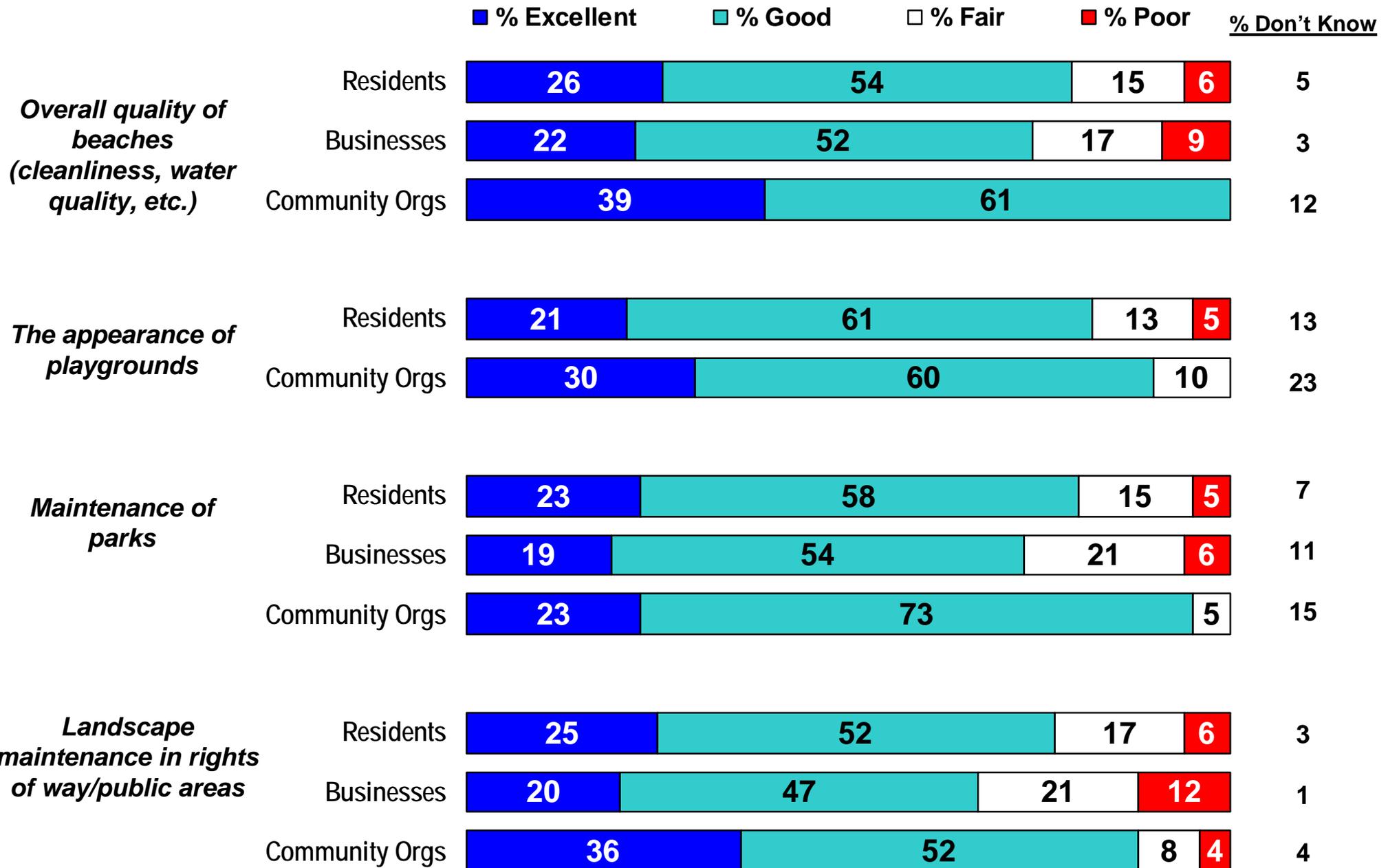


City Services/Quality of Life



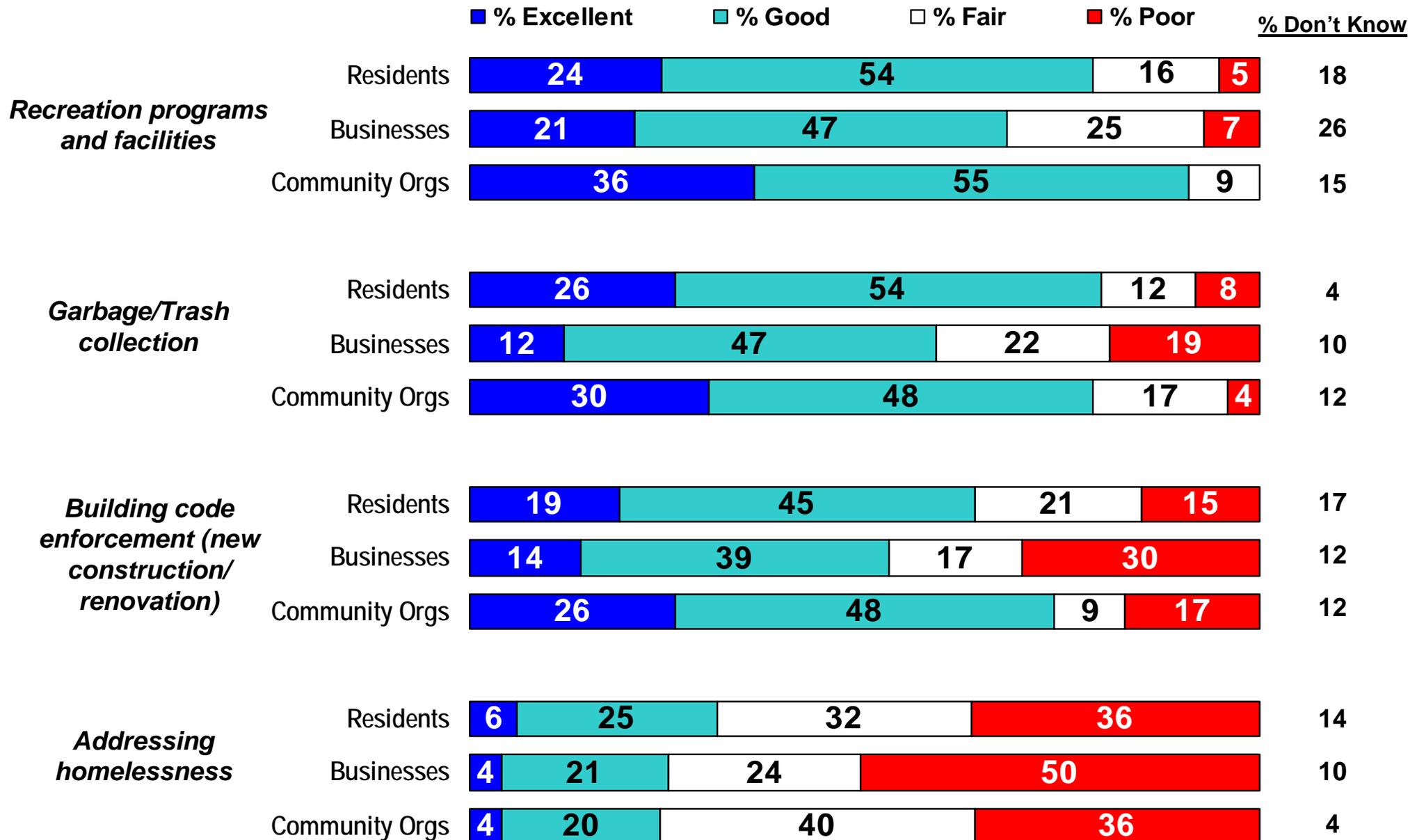


City Services/Quality of Life





City Services/Quality of Life





City Services/Quality of Life

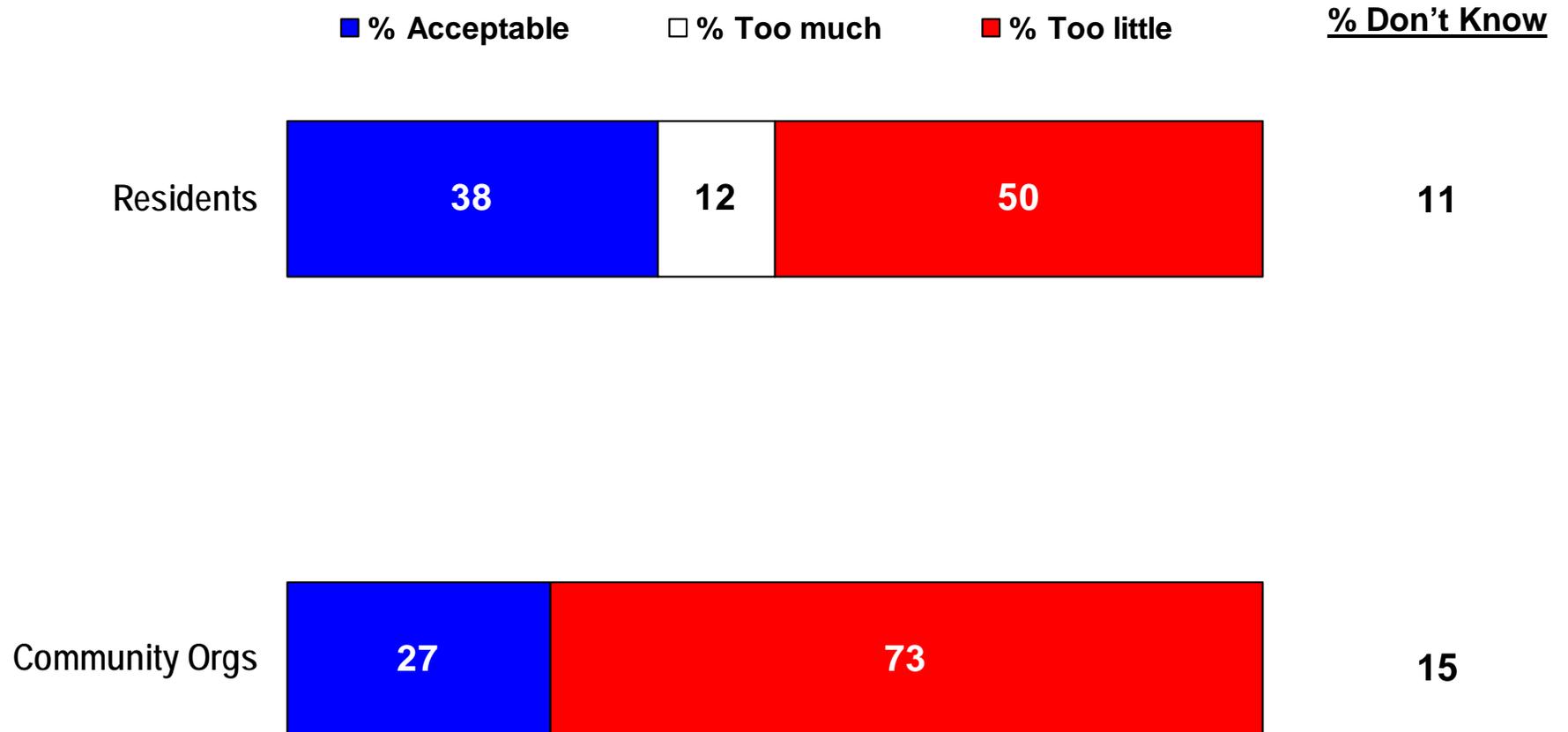
How would you rate the recently completed capital improvement projects (e.g., Beachwalk, Parks and Youth Centers, Golf Club, etc.)?





City Services/Quality of Life

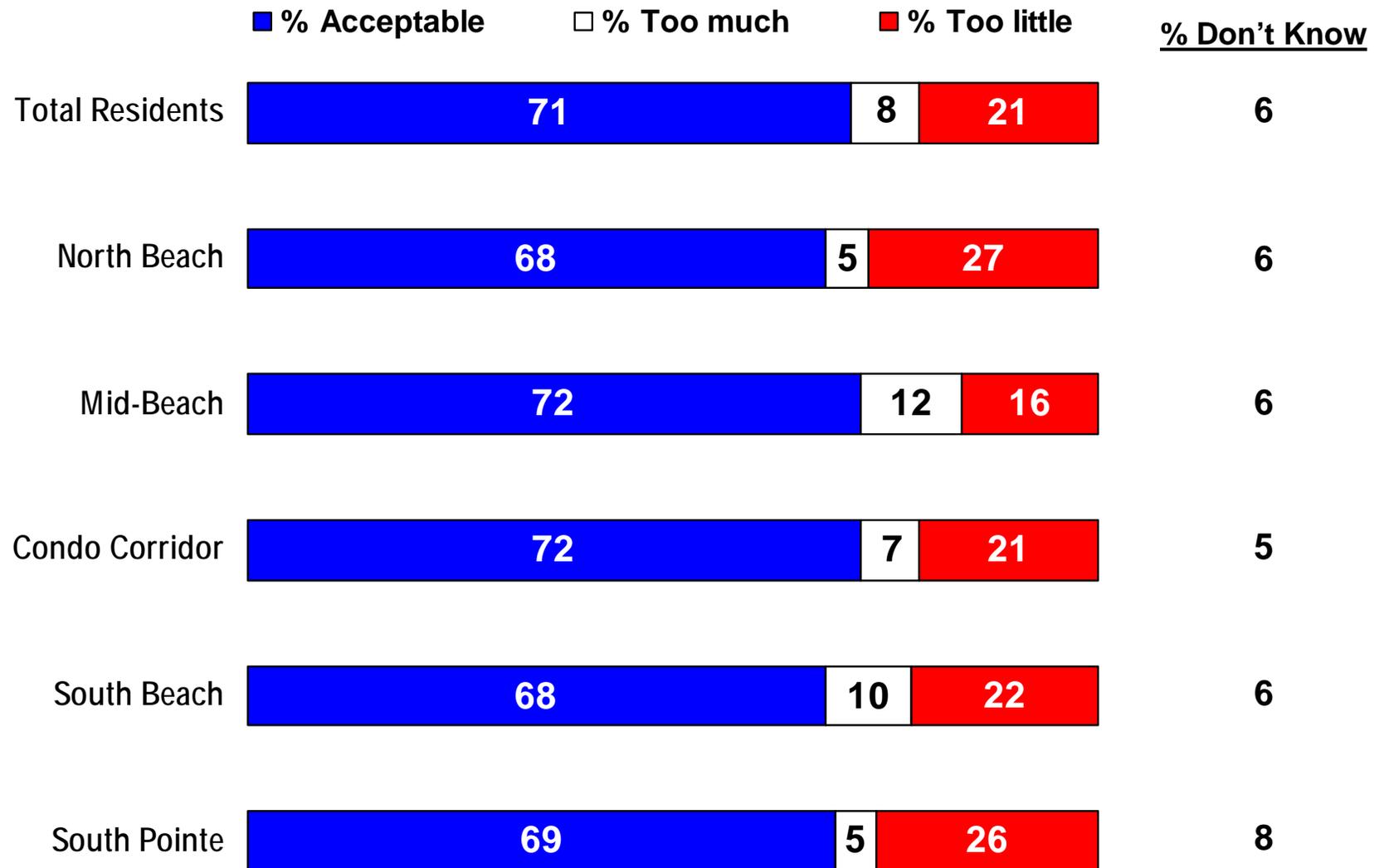
How would you rate the availability of affordable housing within the City of Miami Beach?





City Services/Quality of Life

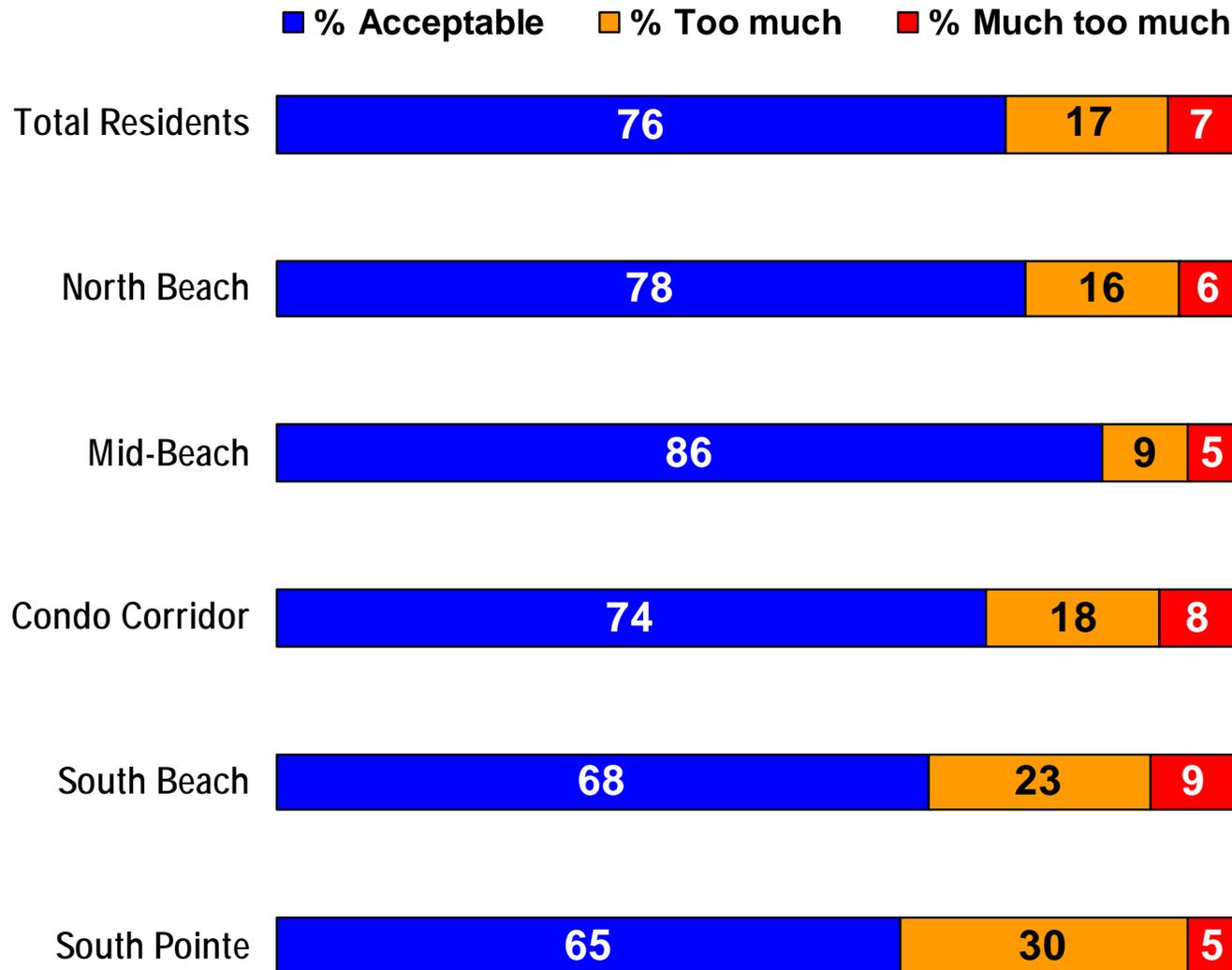
How would you rate the level of enforcement of codes and ordinances (maintenance of homes/yards, noise, etc.) in your neighborhood?





City Services/Quality of Life

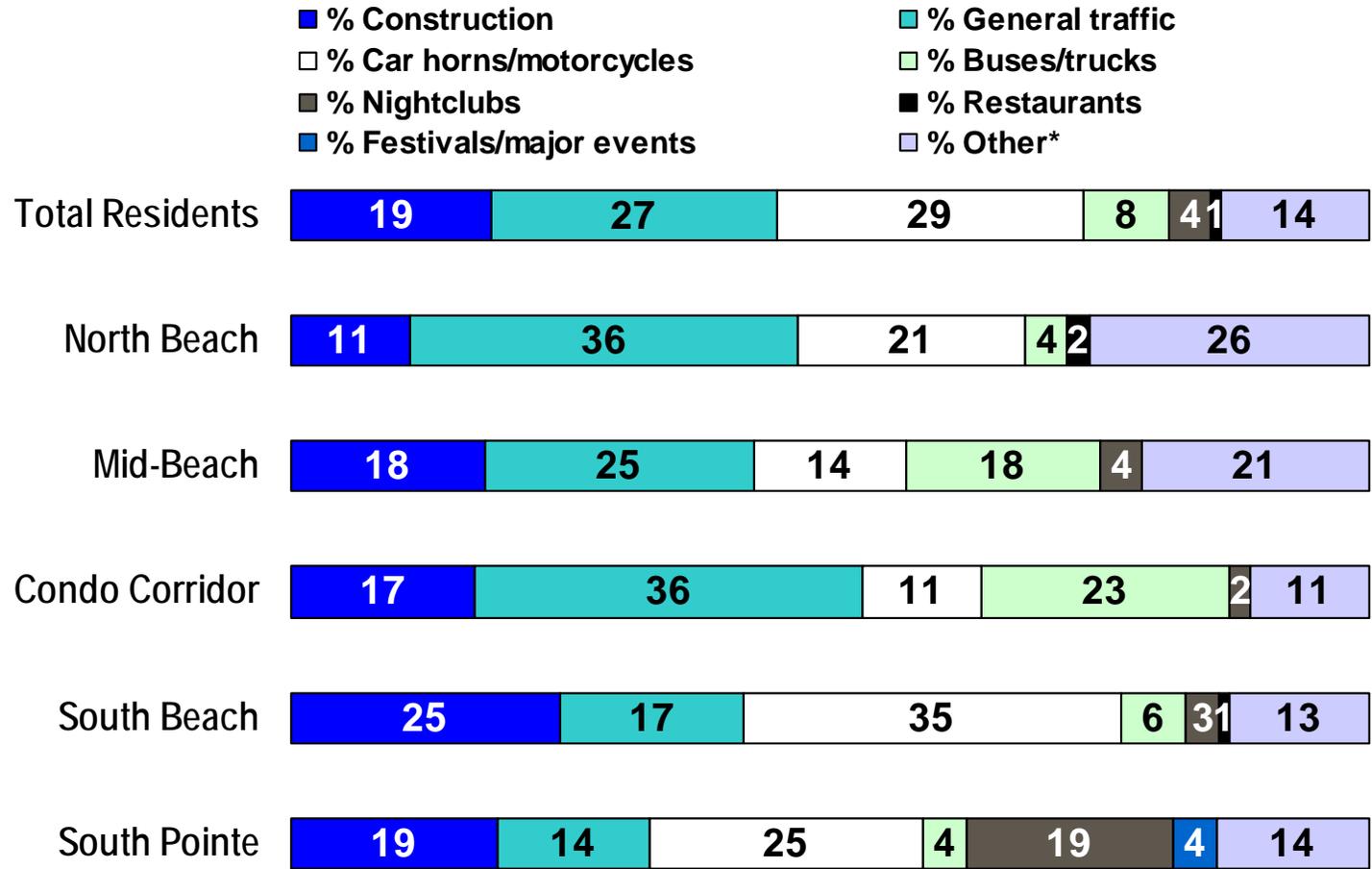
How would you rate the amount of noise in your neighborhood on a typical day?





City Services/Quality of Life

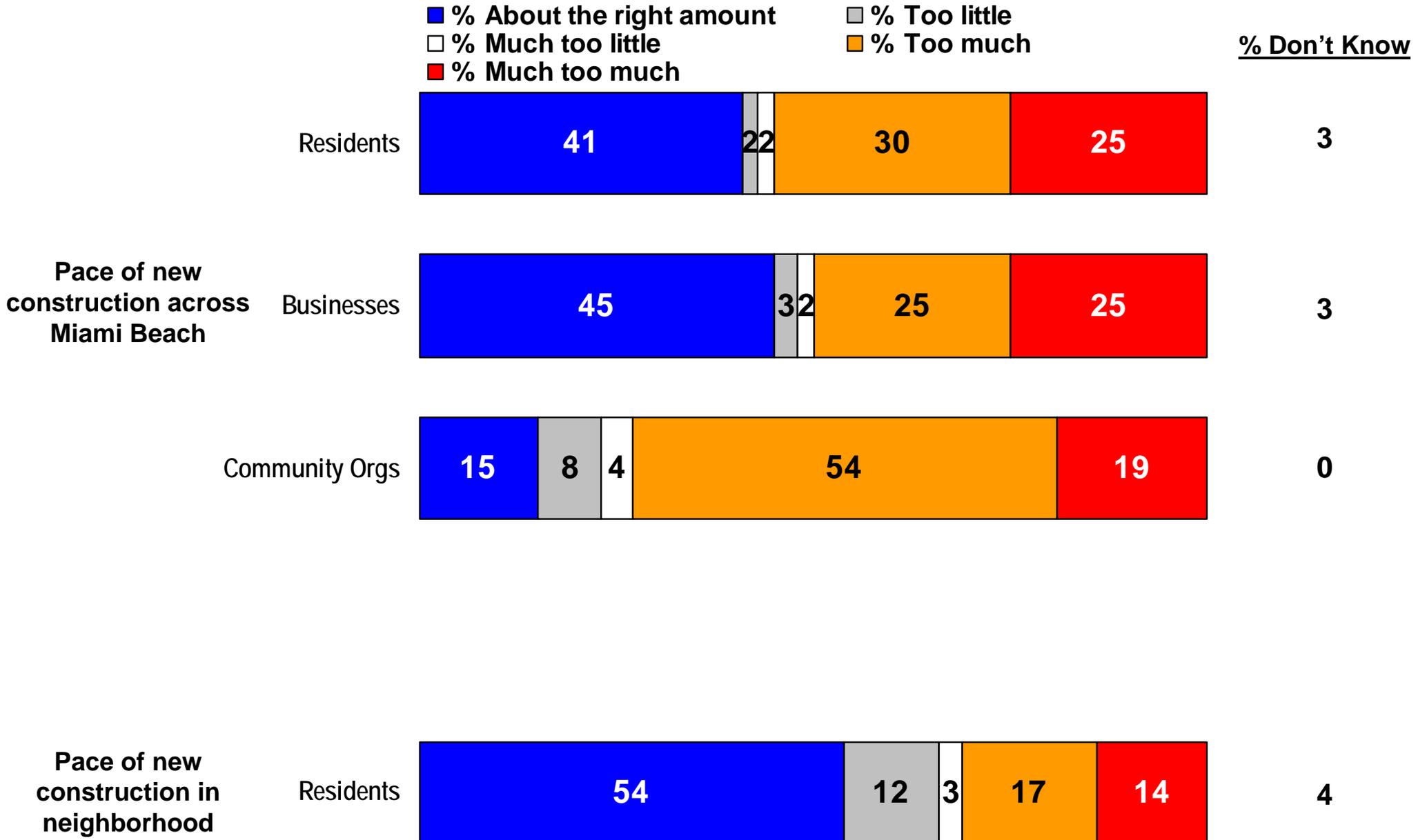
What is the main cause of noise?



* Most commonly mentioned included car stereos, the homeless, neighbors



City Services/Quality of Life





City Services/Quality of Life – In Sum

- ❑ Overall quality of life in Miami Beach, as viewed by Residents and Community Organizations, very positive – also favorable about City as a place to live, work, play and do business (and it's getting better over the last few years)
- ❑ City government also seen as meeting the needs of groups (Businesses somewhat less positive)
- ❑ Specifically, with regards to quality of life & services, the following are rated well and similar to/above norm:
 - Quality of beaches
 - Maintenance/appearance of public buildings, parks, playgrounds and landscaping in rights of way
 - Recreation programs/facilities
 - Garbage/trash collection (Businesses not as positive)
 - Recent capital improvement projects (Beachwalk, Youth Center, Golf Club, etc.)
 - Overall, most feel the right amount is being done with respect to historic preservation (but still over 20% feel it is not enough)



City Services/Quality of Life – In Sum

- ❑ The quality of life/service areas of greatest concern are:
 - Cleanliness of streets (especially in business/commercial areas) and canals/waterways
 - Storm drainage (below norm on a national level but on par with other Florida or similar-sized cities)
 - Building code enforcement (especially among Businesses, e.g., restaurants/bars)
 - 45% of Businesses (more so among Hotels and Medical establishments) have been inspected for outside property use code compliance in the past year and overall majority rate inspections as the right amount, but 41% feel they are overbearing (too much), especially Medical and Retail establishments
 - Addressing homelessness
 - Availability of affordable housing (Community Organizations especially unfavorable)
 - Too much development/construction across the City
 - Mid-Beach Residents and Businesses most critical of development across the City but not as negative about development in their own neighborhoods (South Beach/South Pointe Residents most critical of the latter)



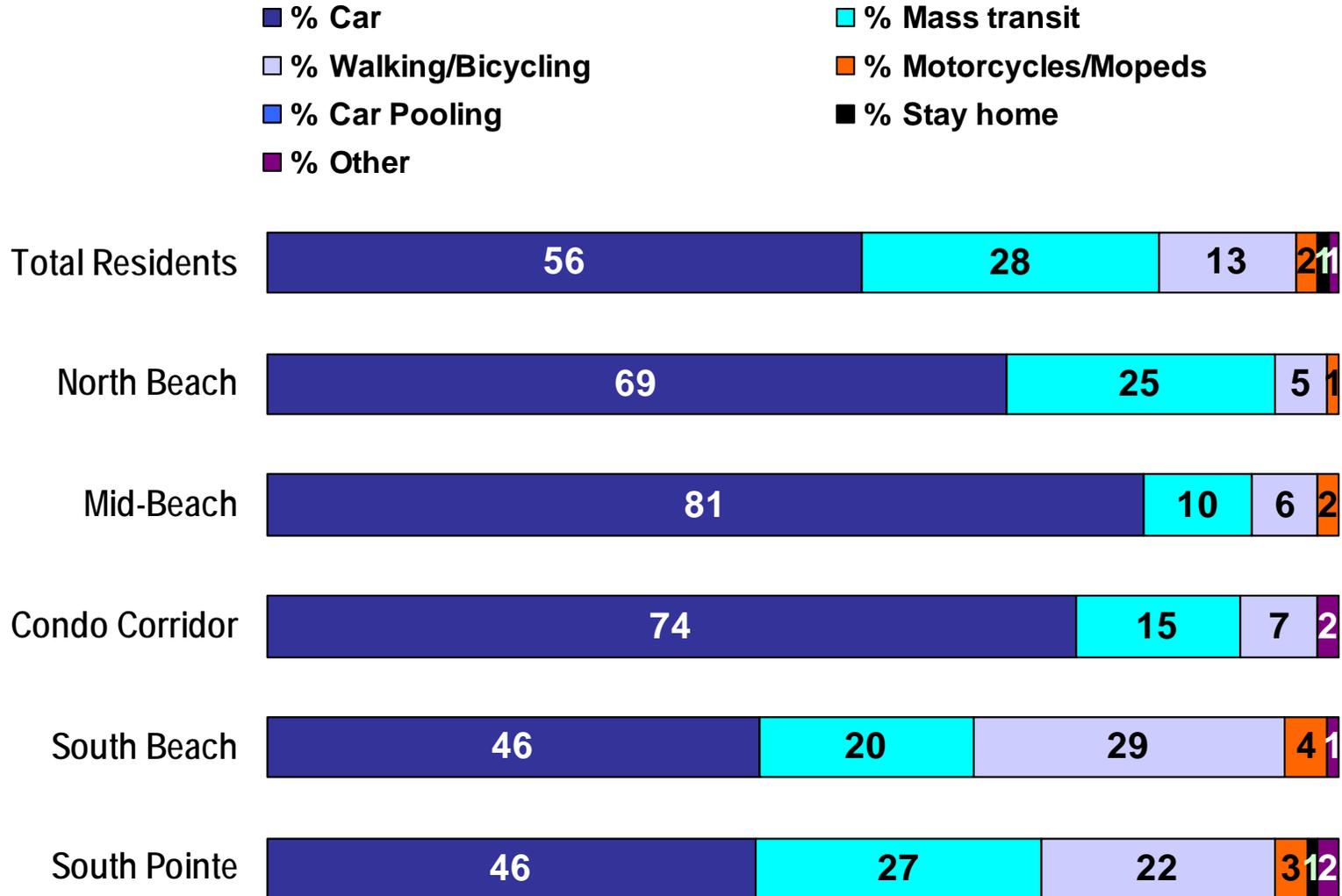
V. Results by Major Category

➤ Getting Around the City



Getting Around the City

What is your primary mode of transportation?





Getting Around the City





Getting Around the City

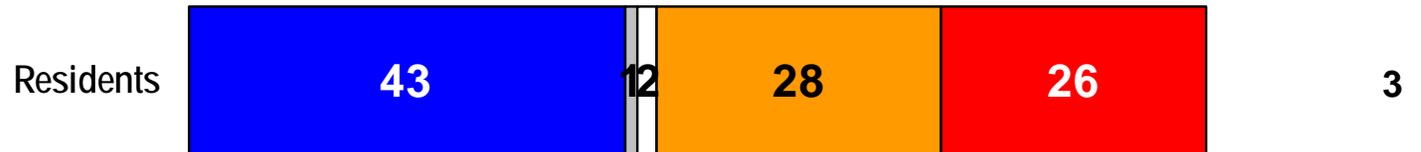
■ % About the right amount □ % Too much
□ % Much too much ■ % Too little
■ % Much too little

% Don't Know

Availability of Parking across Miami Beach



Availability of Parking in neighborhood





Getting Around the City – In Sum

- ❑ Transportation is the most significant area of concern from the survey results
 - But, the City of Miami Beach is not very different compared to norms
- ❑ Many concerns over traffic flow, condition of roads, and available parking
 - North Beach and Mid-Beach Residents most critical of traffic flow
 - Parking a major issue across the City – however, Mid-Beach Residents feel there is adequate parking in their own neighborhood
 - Among Businesses, hotels especially concerned about available parking
- ❑ Public transit system's ability to get employees/customers across the City rated poorly overall by Businesses
- ❑ When asked what community groups would support to allow for more pedestrian/bike paths, no clear consensus
 - Fewer lanes of travel most often mentioned, esp. in South Beach/South Pointe
 - But also, a number of respondents supported fewer parking spaces or green spaces (Businesses more likely to agree with the latter)



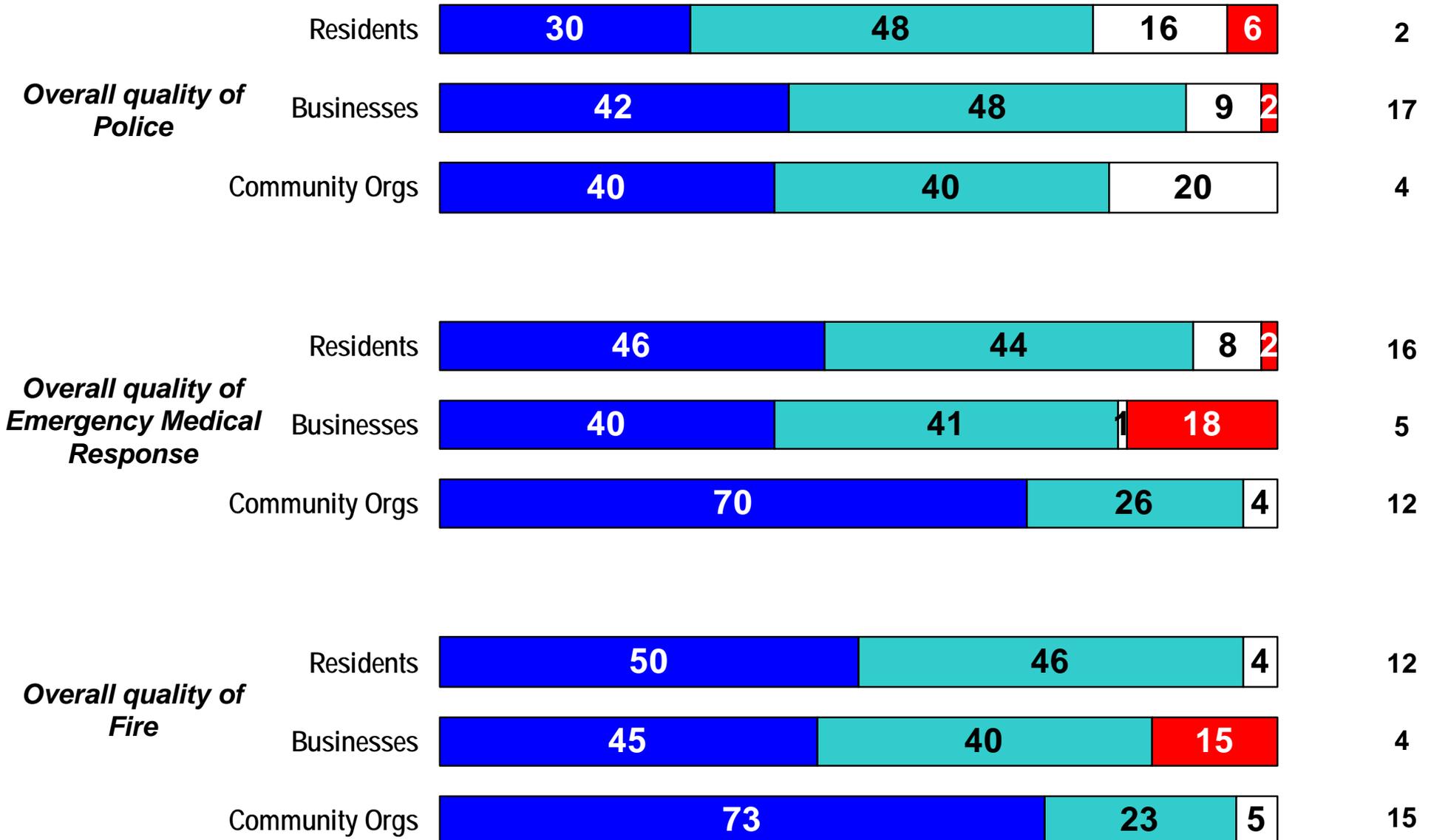
V. Results by Major Category

➤ Safety



Safety

■ % Excellent ■ % Good □ % Fair ■ % Poor % Don't Know





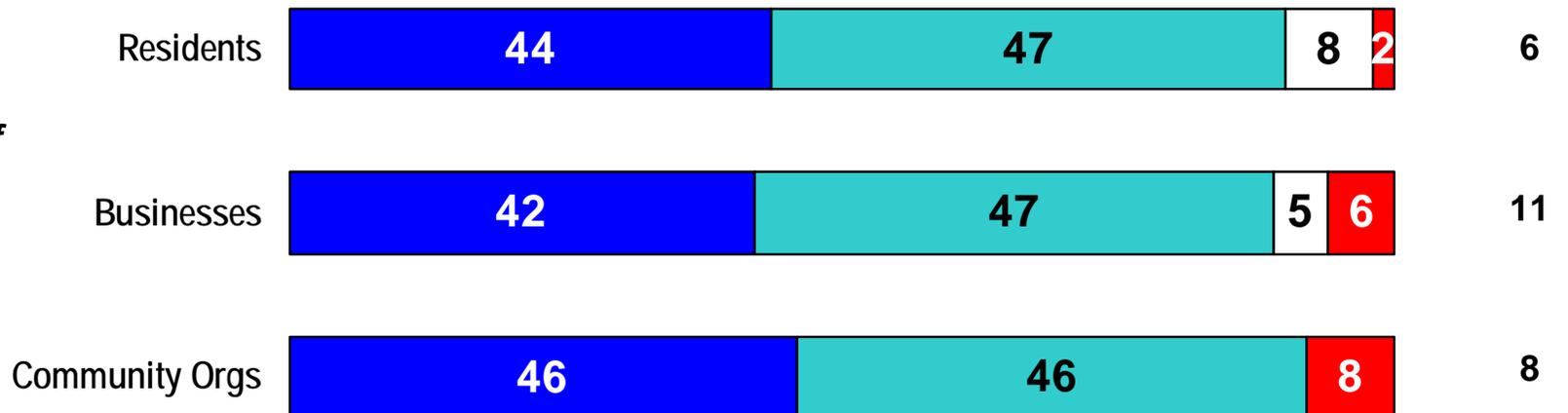
Safety

■ % Excellent ■ % Good □ % Fair ■ % Poor % Don't Know

**Overall quality of
Ocean Rescue/
Lifeguard/Beach
Patrol**



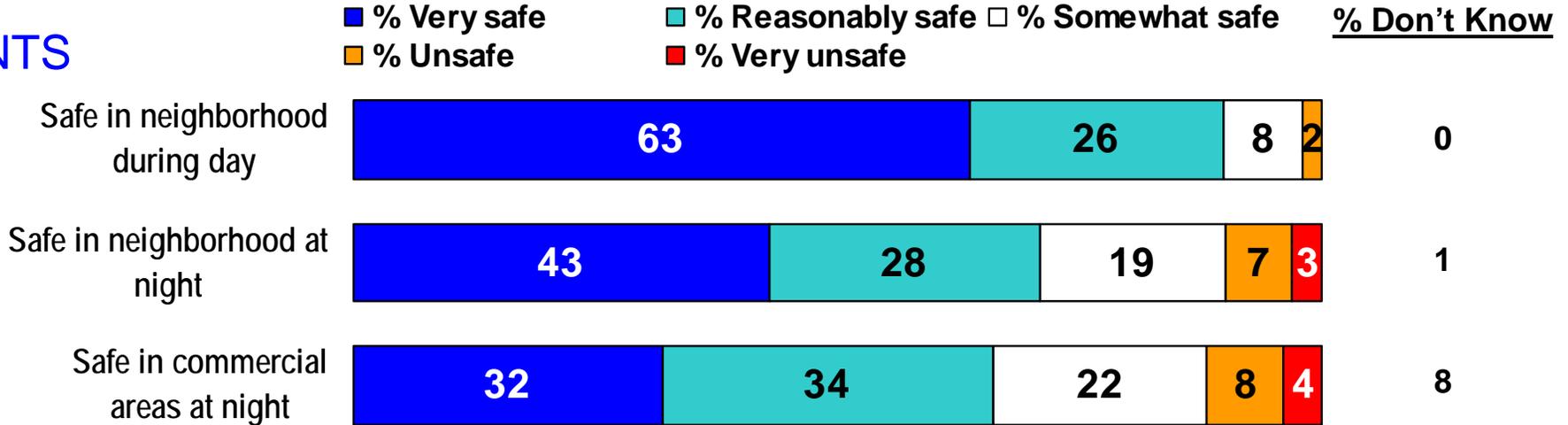
**Overall quality of
Emergency/
Hurricane
preparedness**



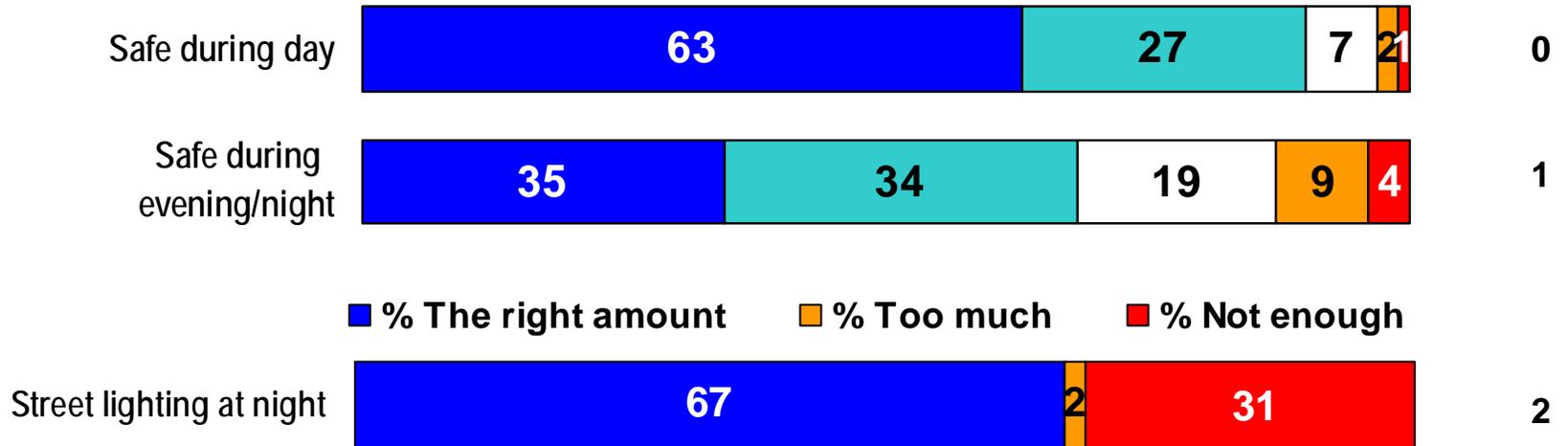


Safety

RESIDENTS



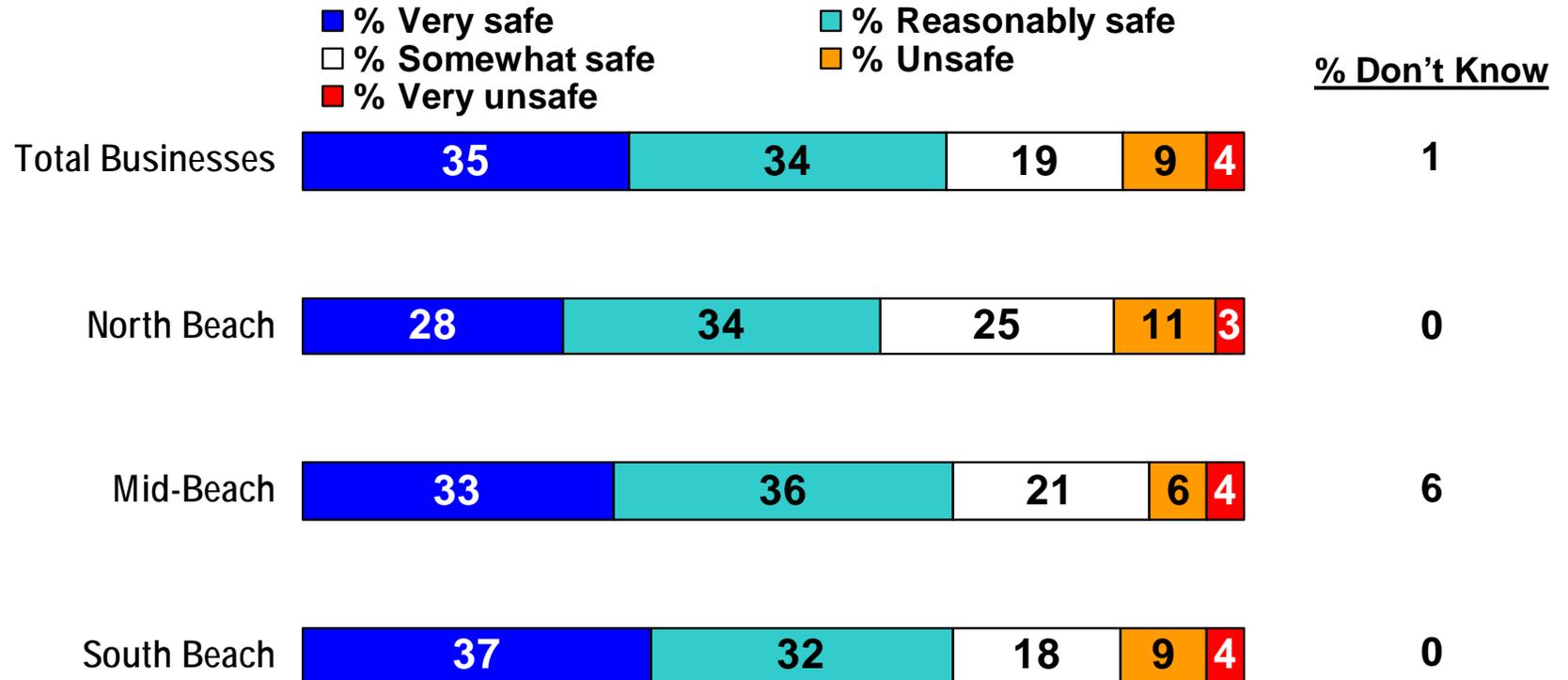
BUSINESSES





Safety

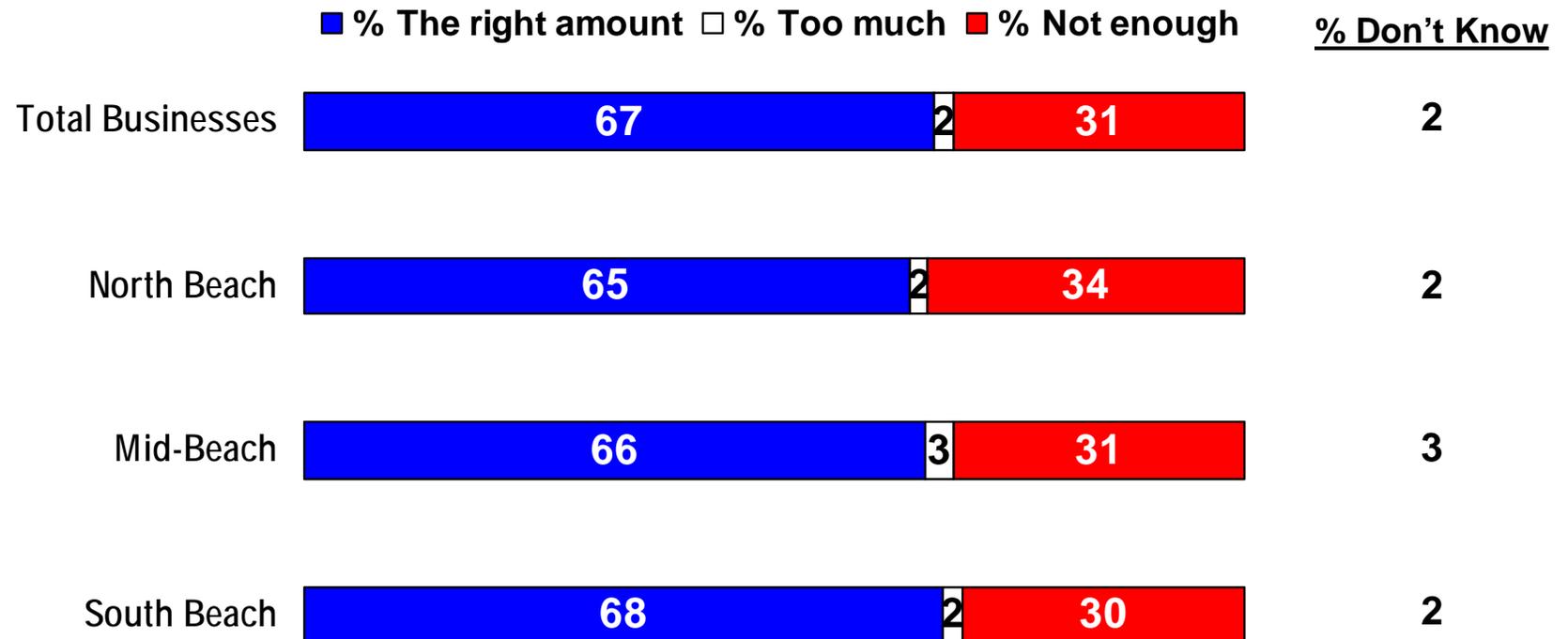
How safe would you say you and your employees feel in and around your place of business during the evening/night?





Safety

How adequate is the amount of public street lighting at night in your business area?





Safety

What do you feel are the two most important areas that the City can address with regards to public safety?

<u>Option</u>	<u>% Res 1</u>	<u>% Res 2</u>	<u>% Bus 1</u>	<u>% Bus 2</u>	<u>% Comm 1</u>	<u>% Comm 2</u>
<i>Preventing crime</i>	23	21	21	22	23	25
Enforcing traffic laws	8	8	8	13	4	4
<i>Police in neighborhoods</i>	25	21	19	17	31	17
<i>Police in commercial areas</i>	9	19	15	15	8	17
Enhancing lifeguard/beach patrol	2	4	2	3	0	0
<i>Reducing homelessness</i>	26	19	30	19	31	33
Improving fire-fighting	1	2	0	1	0	0
Improving rescue	0	3	0	2	0	0
Other*	6	3	5	7	4	4
	*Most commonly mentioned included: street lighting, traffic flow, code enforcement, addressing rowdy crowds		*Most commonly mentioned included: all of the above & traffic flow/parking		*Most commonly mentioned included: visual art, improving communication w/police, parking and traffic	



Safety – In Sum

- ❑ Overall, quite favorable views of personal safety and related services
- ❑ Police, Fire, EMS, Ocean Rescue and Hurricane Preparedness all very highly rated and above norm
 - However, Residents (esp. in South Beach) rate Police least positive (but still favorable) – verbatim comments indicate concern among a minority of Residents about police behavior, amount of traffic tickets, and desire to see greater police presence
- ❑ Respondents indicate they feel most safe during the day – not unusual, feelings of safety decrease somewhat at night (most notable in North Beach)
 - Nearly 1/3 of Businesses say there is insufficient night-time street lighting (again, primarily in North Beach)
- ❑ When asked to indicate the most important safety areas to address, most mentioned preventing crime, increasing police visibility across the City (consistent with verbatim comments) and reducing homelessness
- ❑ Businesses inspected for Fire safety in the past 12 months view the level of inspections as adequate and helpful in improving safety
 - Although 16% say the inspections did not help at all; interestingly, Businesses also were the most critical of Fire services (15% rated it Poor) – could inspections be driving this response?



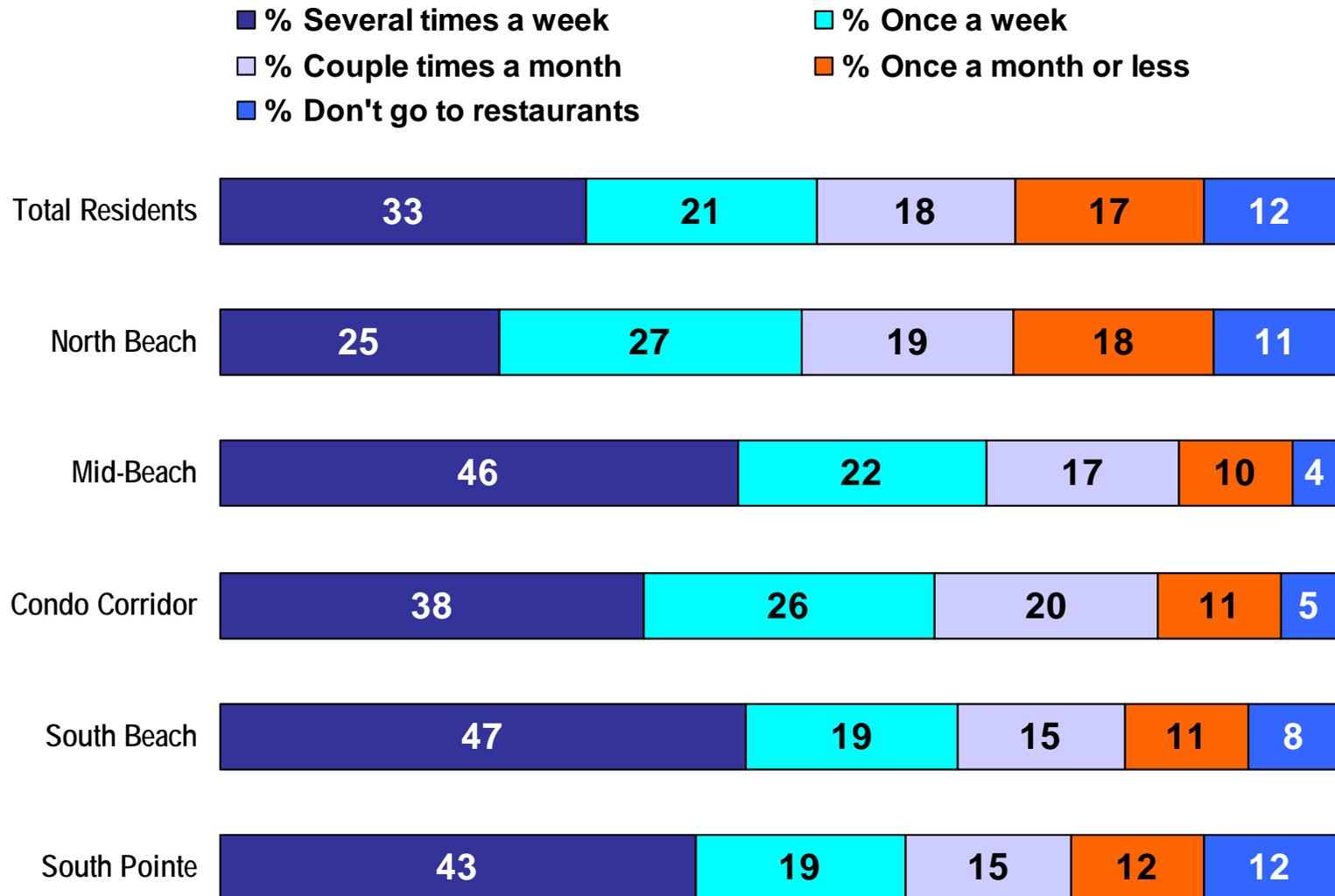
V. Results by Major Category

➤ Culture, Entertainment & Tourism



Culture, Entertainment & Tourism

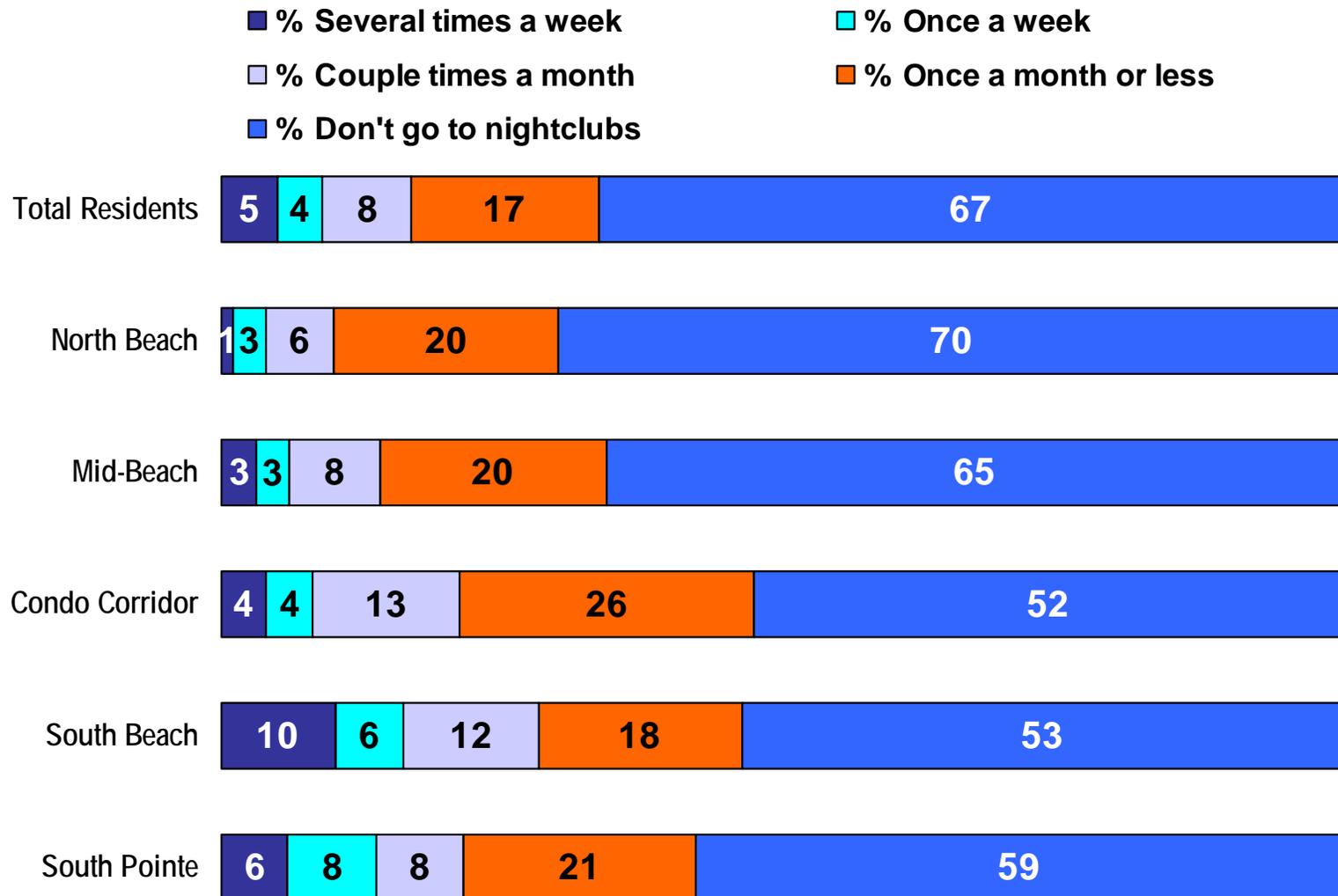
How often do you go to restaurants in Miami Beach?





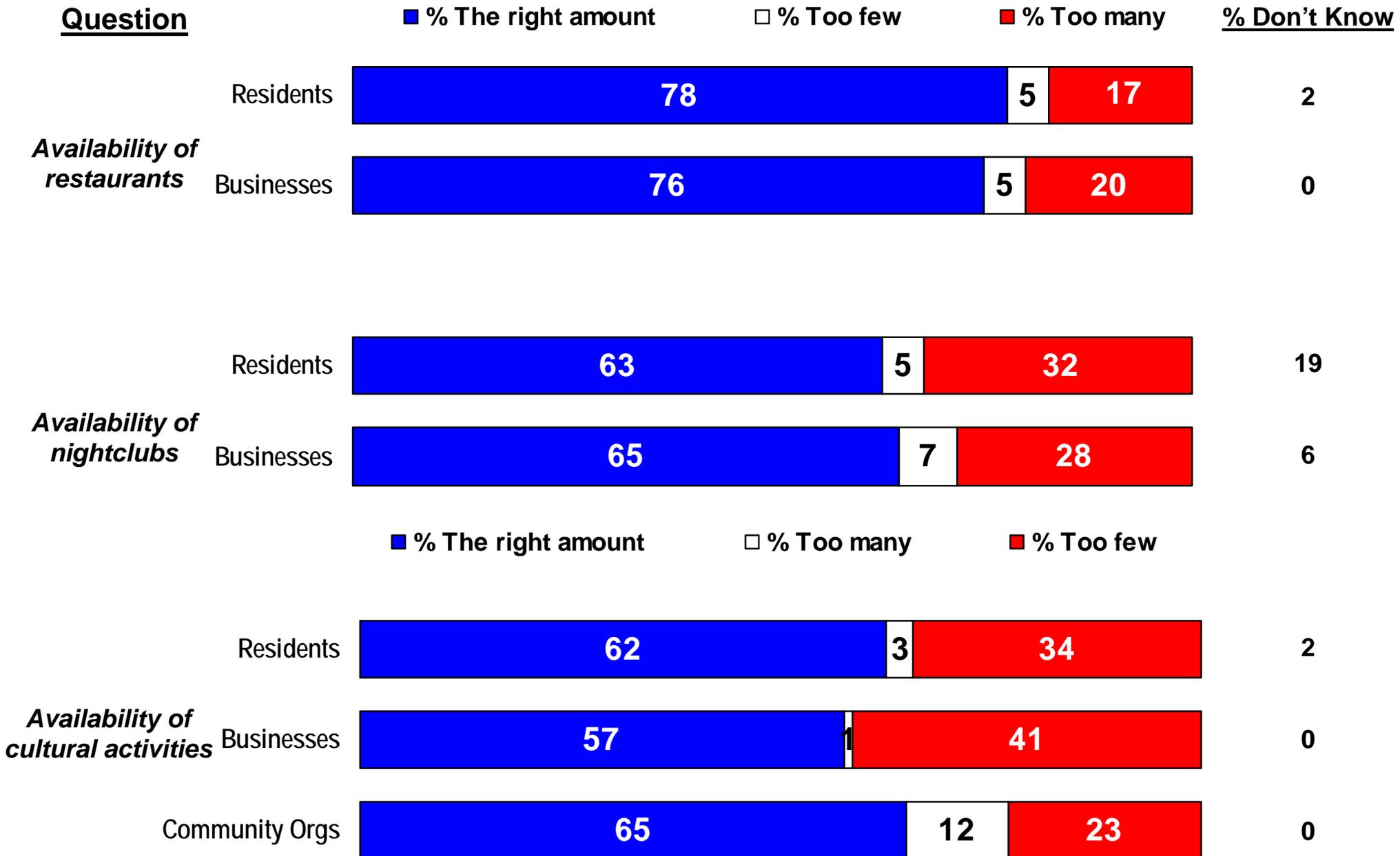
Culture, Entertainment & Tourism

How often do you go to nightclubs in Miami Beach?





Culture, Entertainment & Tourism





Culture, Entertainment & Tourism

Question

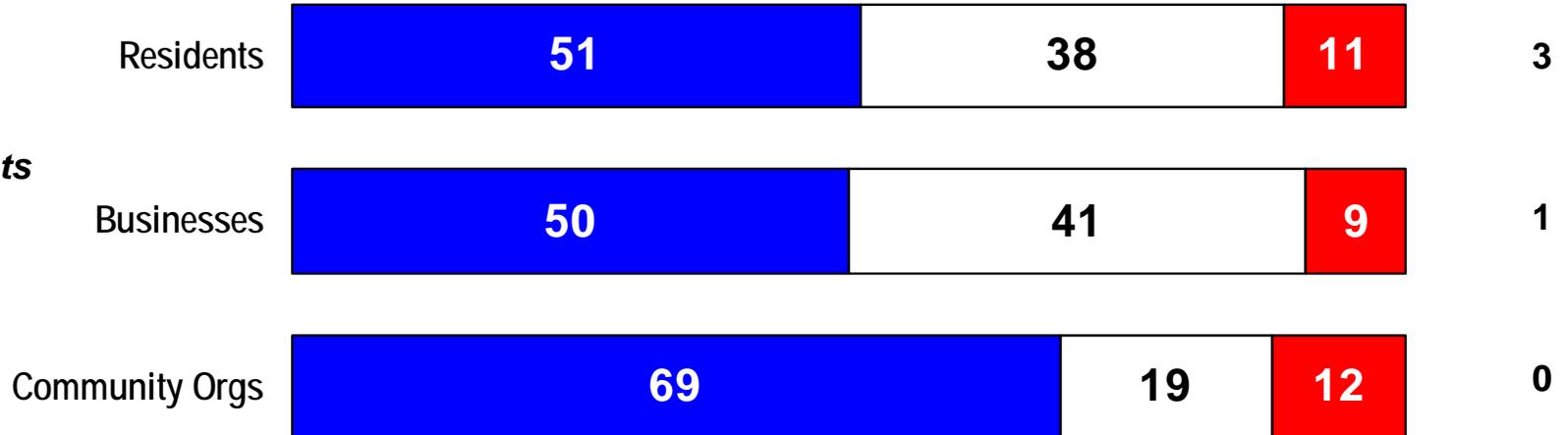
■ % Right number

□ % More often

■ % Less often

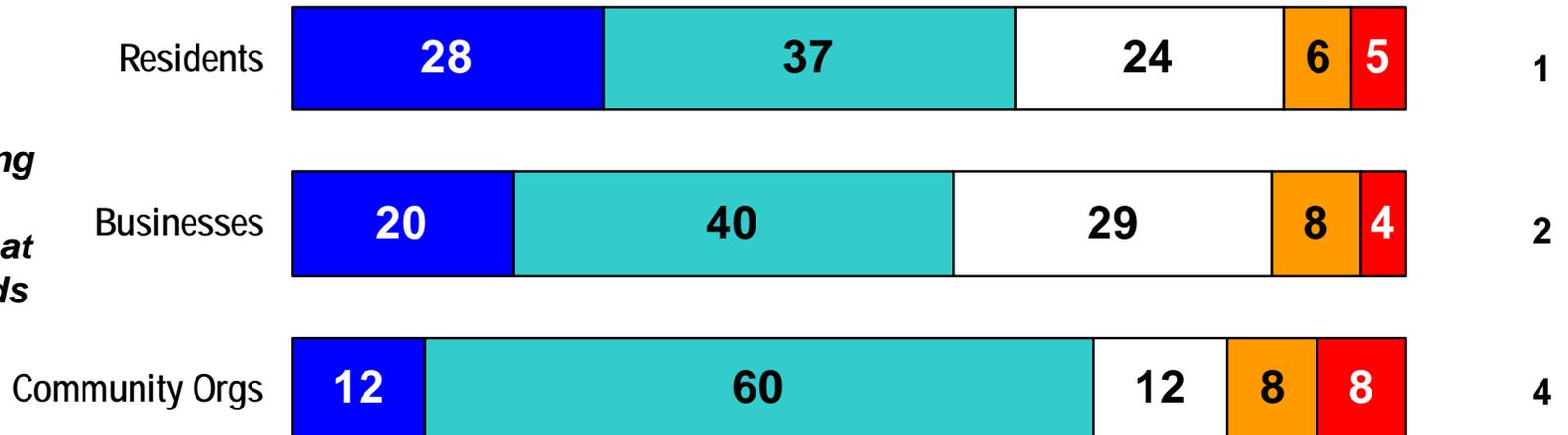
% Don't Know

How frequently should major events occur in Miami Beach?



■ % Very good ■ % Good □ % Average ■ % Poor ■ % Very poor

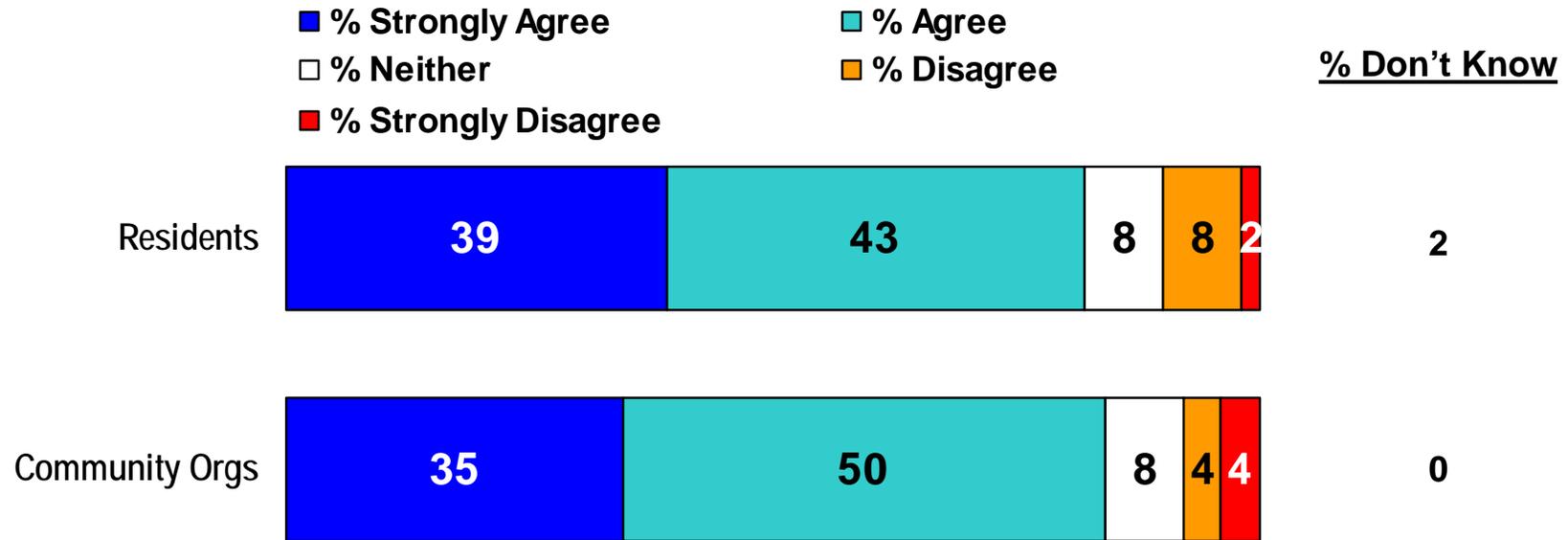
Job the City is doing with respect to handling events that attract large crowds





Culture, Entertainment & Tourism

Agree or disagree: Tourism contributes to quality of life for residents



Agree or disagree: Miami Beach residents are key contributors to viability of my business in the City





Culture, Entertainment & Tourism – In Sum

- ❑ Most Residents have been to restaurants in the area at least once a month (1/3 go several times a week) but majority (2/3) do not go to nightclubs
 - Most feel there are sufficient number of restaurants, nightclubs and cultural activities in Miami Beach
 - Well over a 1/3 of South Pointe Residents feel there are too many nightclubs
 - Still over 1/3 say there are not enough cultural activities (esp., Residents in Condo Corridor and South Pointe)
- ❑ Most say the number of major events (festivals, holiday celebrations, etc.) is the right amount and that the City handles events in an ‘Excellent’ or ‘Good’ manner – perhaps because of this, a significant number of Residents and Businesses (over 1/3) would like to see more events in the City
- ❑ Most Residents and Community Organizations believe tourism contributes to quality of life and the majority of Businesses also recognize how Residents contribute to their viability
- ❑ Residents or guests of Residents who have stayed in local hotels or used hotel amenities (61% of respondents) rate the experience very positively



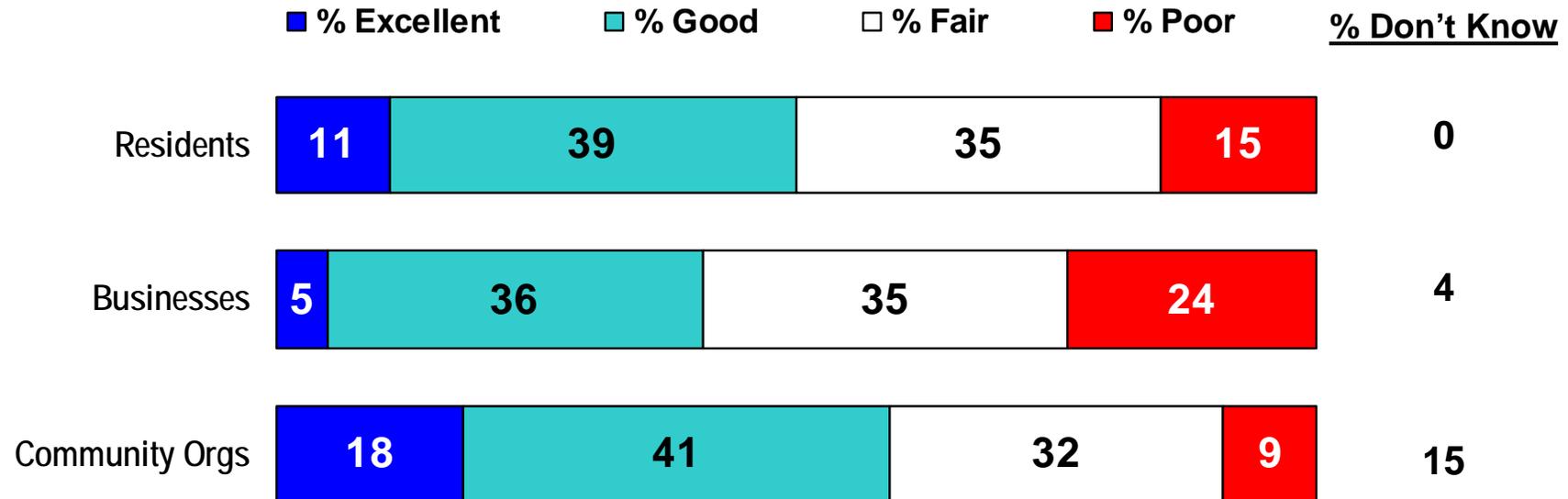
V. Results by Major Category

➤ Economy/Taxes



Economy/Taxes

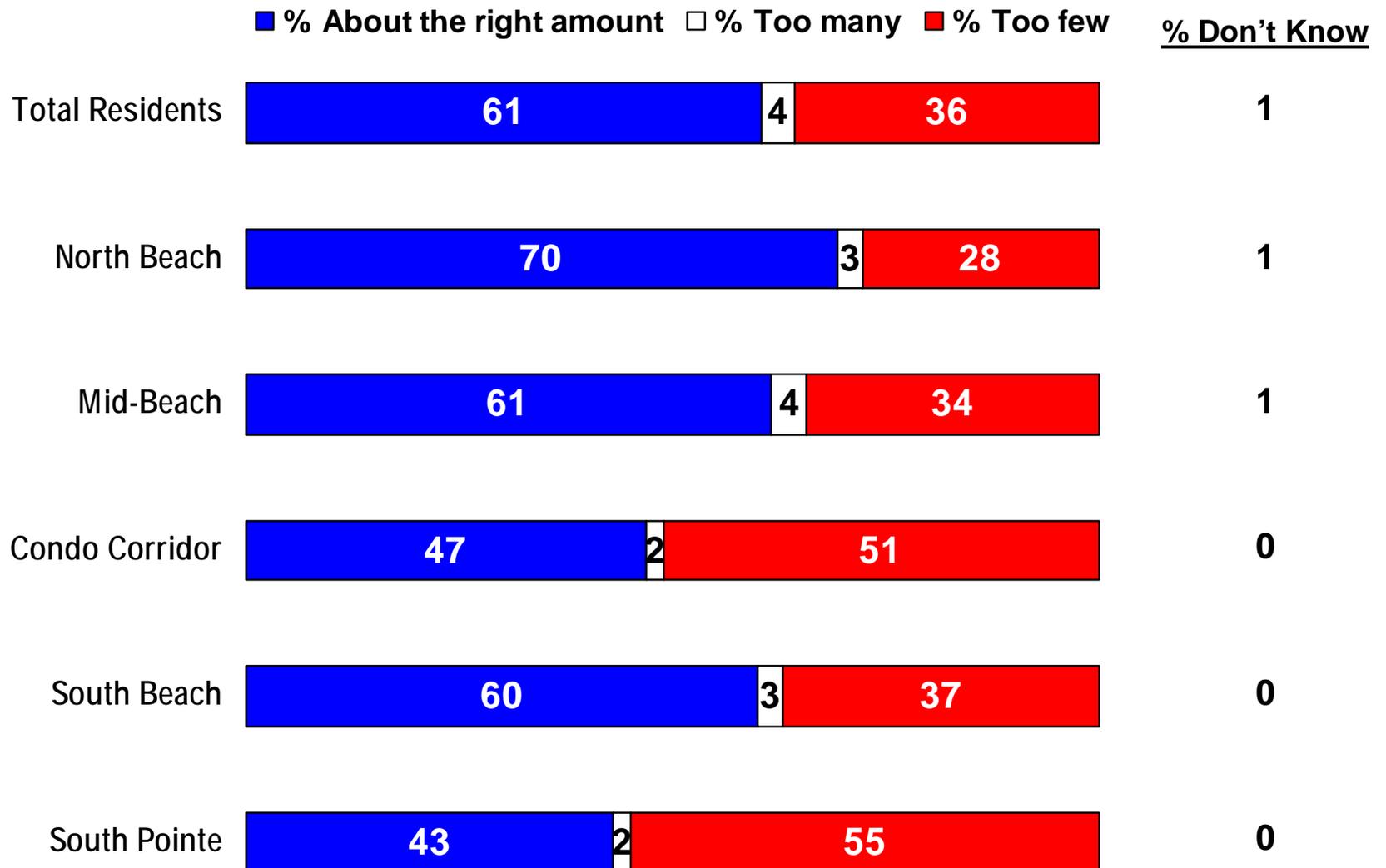
How would you rate City services for tax dollars paid?





Economy/Taxes

How do you feel about the availability of stores that service basic daily needs (grocery, cleaners, retail, hardware, etc.) in your neighborhood?





Economy/Taxes – In Sum

- ❑ Overall, community groups (esp. Businesses) are rather lukewarm about rating of City services for taxes paid
 - Appears to be largely driven by concerns over storm drainage and road condition for Residents; street cleanliness for Businesses
- ❑ Ratings mixed about local schools (views are either similar to or above norm) but majority would support reallocating tax dollars to improve schooling
 - In general, residents (esp., in Condo Corridor) are most positive of local schools – however, those Residents who have children in private/religious schools significantly less satisfied about Miami Beach schools but are also somewhat divided in supporting the reallocation of tax dollars
 - Businesses also more skeptical about reallocation of tax dollars; North Beach Residents are the most supportive
- ❑ Residents in Condo Corridor and South Pointe would like to see more stores that service basic daily needs (grocery, cleaners, retail, hardware, etc.) and the clear majority of businesses agree that City government should promote the diversification of industries other than those which are tourism-related (Hotels slightly less supportive of this)



V. Results by Major Category

➤ Communications/Customer Service

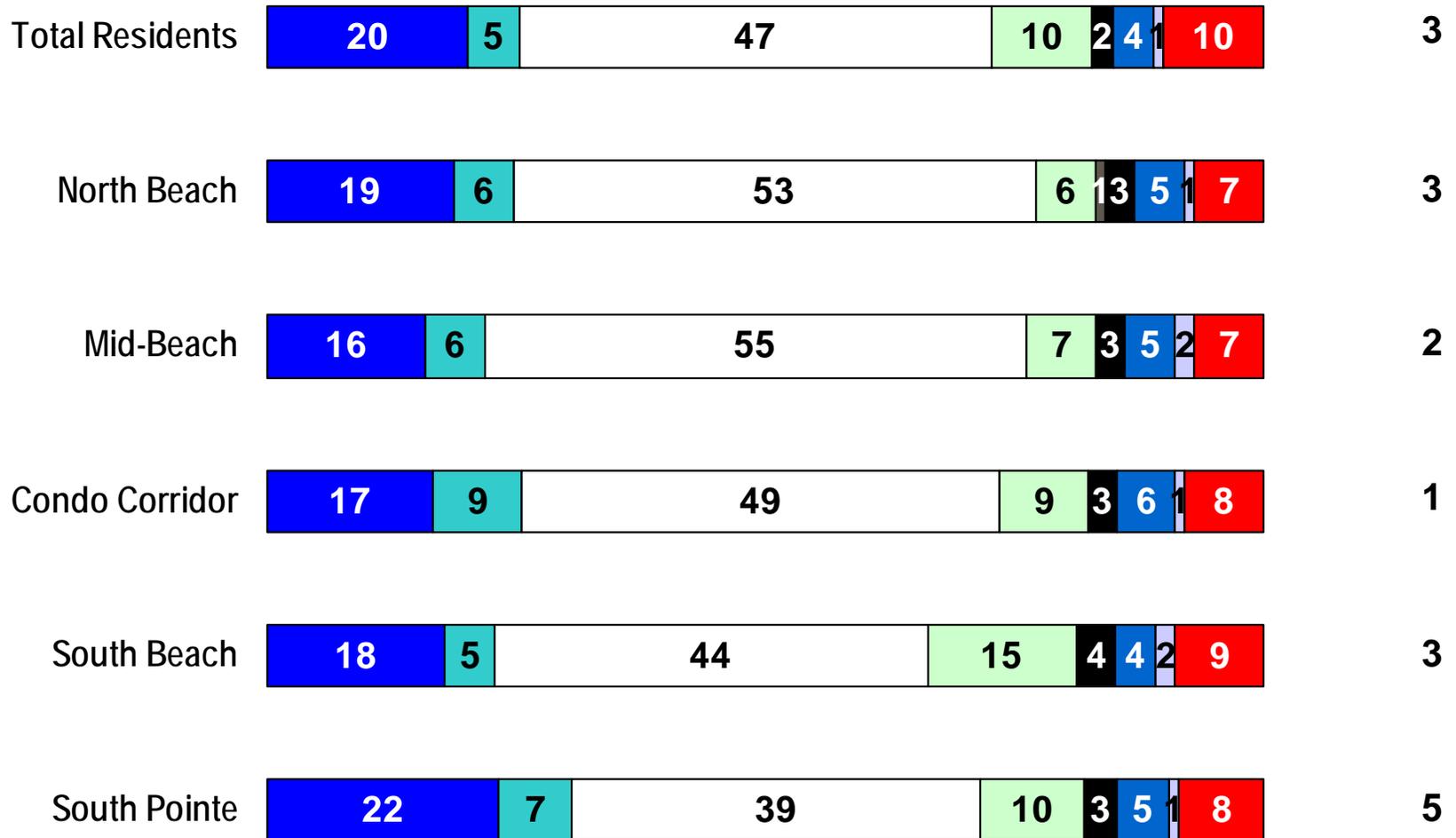


Communications/Customer Service

How do you most often get your information about the City (government, services, etc.)?

- % Cable Channel 20
- % Website
- % Daily newspapers
- % Community/weekly publications
- % Answer/Call Center
- % E-mails
- % Direct mail
- % Commissioners
- % Other*

% Don't Know

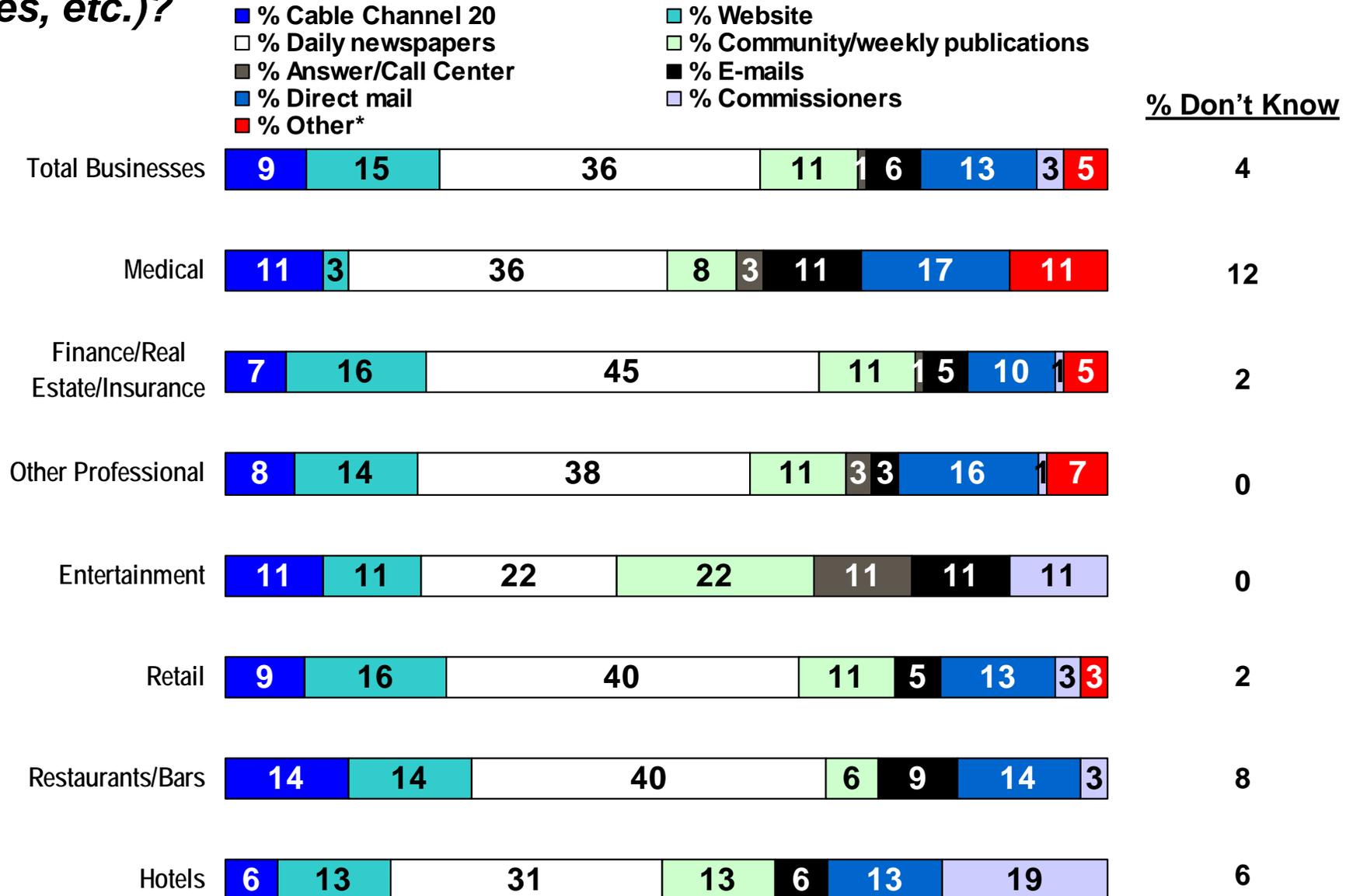


* Most often mentioned included neighbors



Communications/Customer Service

How do you most often get your information about the City (government, services, etc.)?

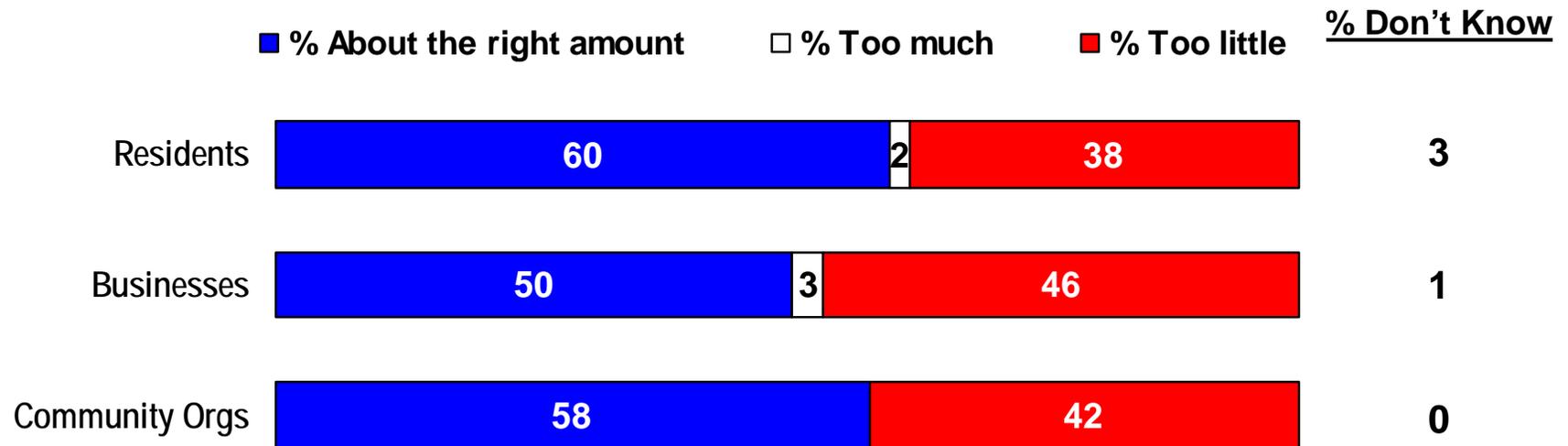


* Most often mentioned: Chamber of Commerce



Communications/Customer Service

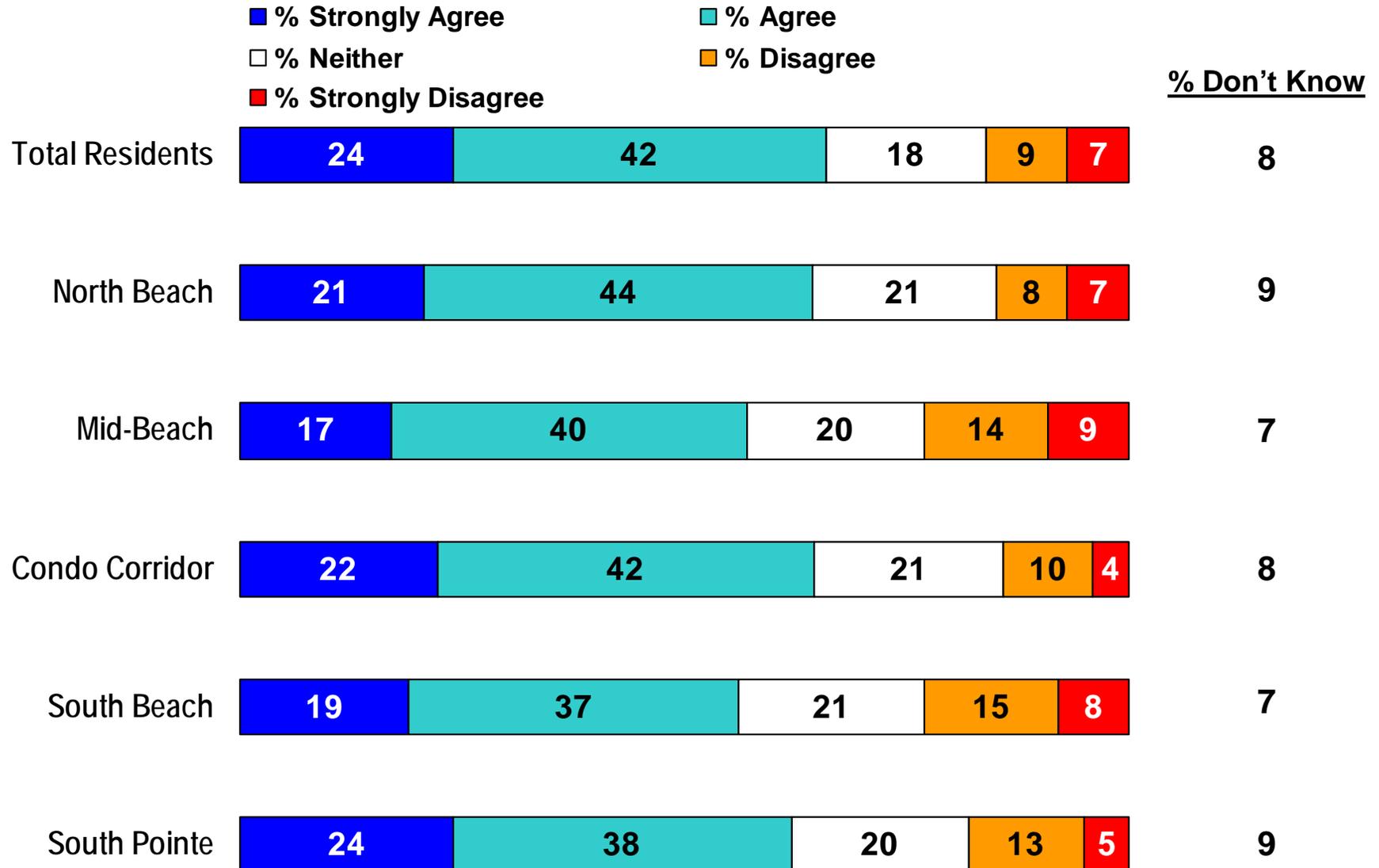
How do you feel about the amount of information you get from the City?





Communications/Customer Service

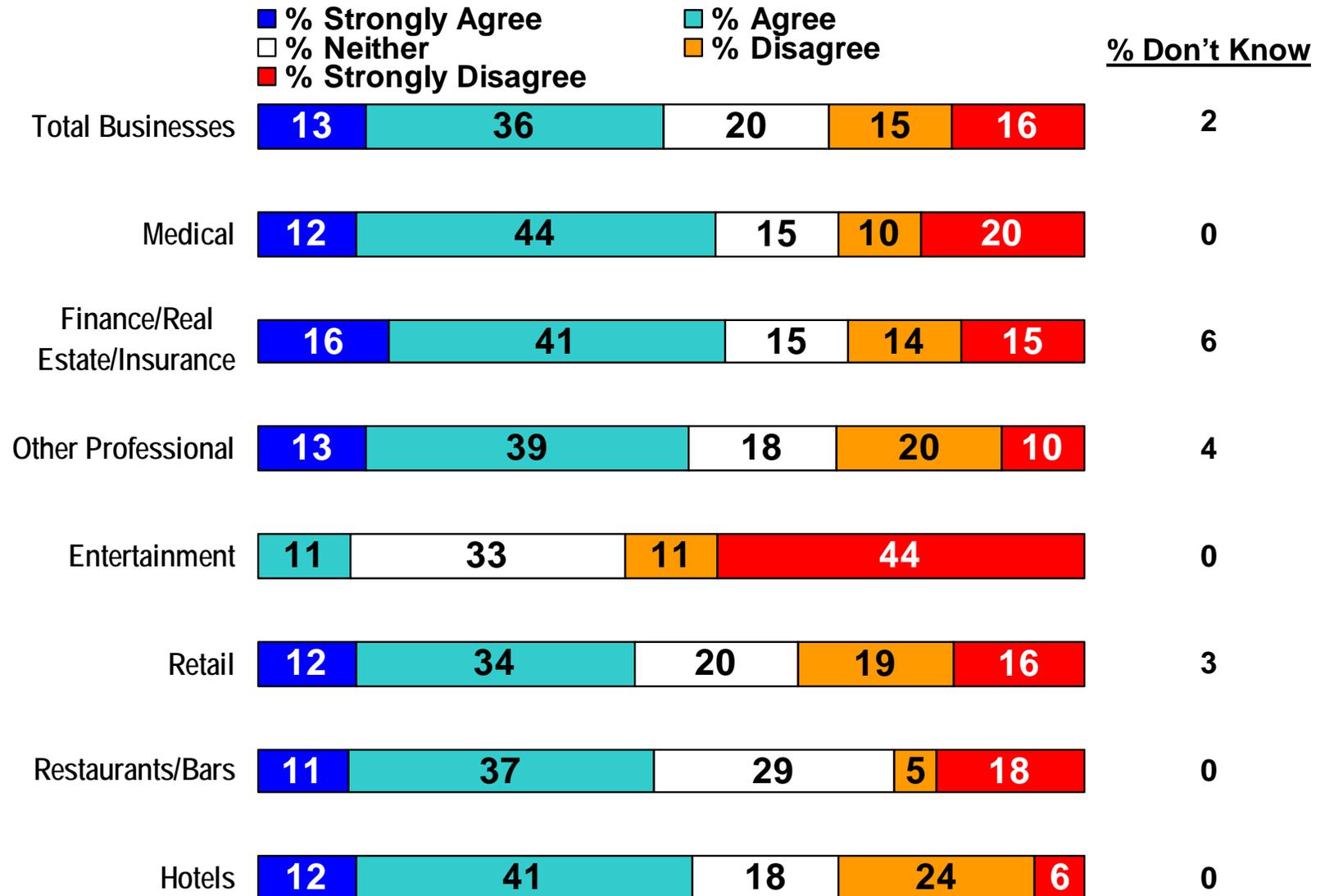
Agree or Disagree: Miami Beach government is open and interested in hearing concerns or issues of residents





Communications/Customer Service

Agree or Disagree: Miami Beach government is open and interested in hearing concerns or issues of your business





Communications/Customer Service

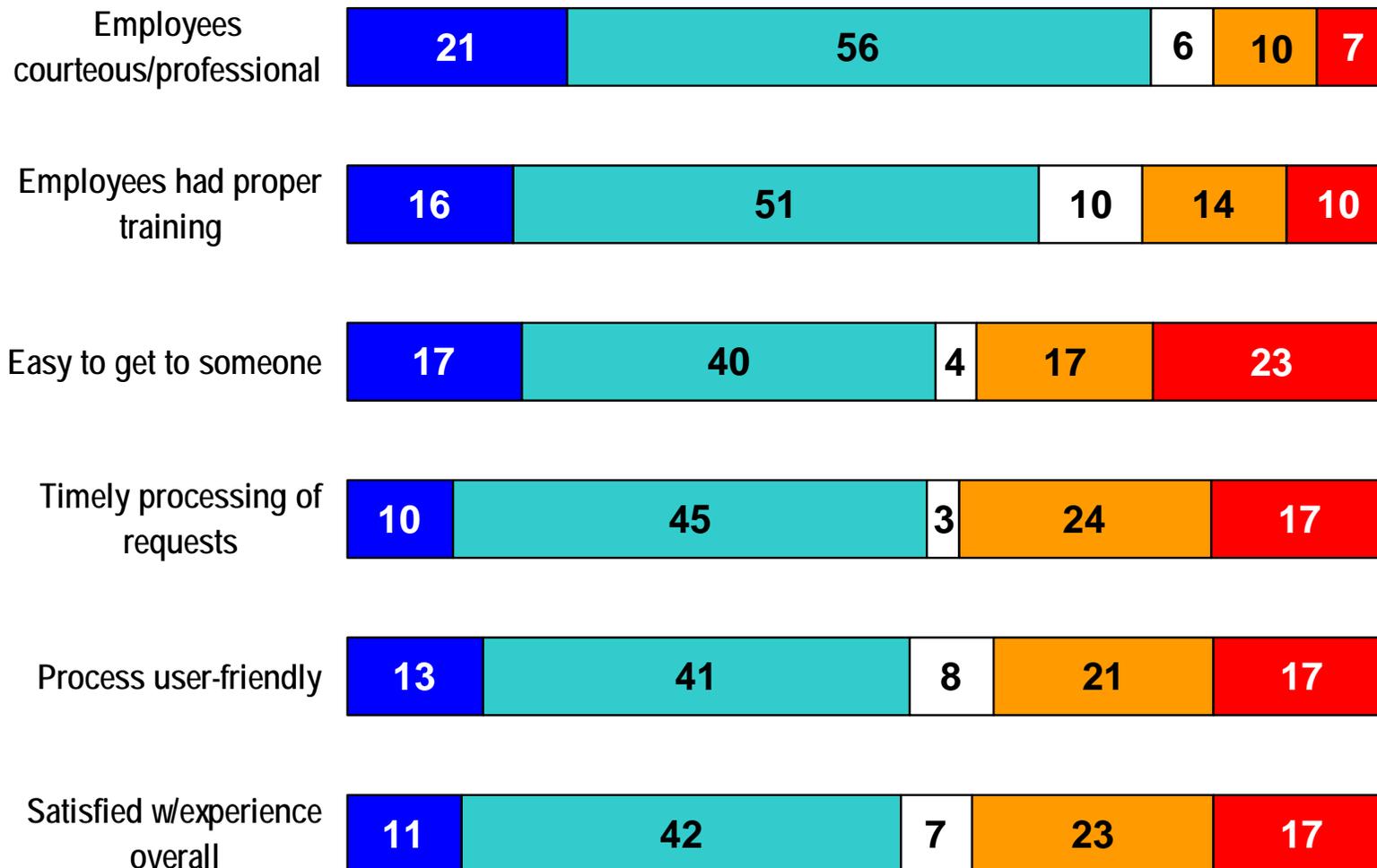
Regarding the most recent contact, do you agree or disagree with the following? **[RESIDENTS – IN TOTAL]**





Communications/Customer Service

Regarding the most recent contact, do you agree or disagree with the following? **[BUSINESSES – IN TOTAL]**





Communications/Customer Service – In Sum

- ❑ Printed media (i.e., daily newspapers) remains the most favored form of getting information about the City for Residents and Businesses; Moreover:
 - 20% of Residents also get their information from Cable Channel 20
 - Businesses are more inclined than Residents/Community Organizations to use the Miami Beach website to get information (of those Community Organizations that have used the website, they give it very high marks)
 - Community Organizations most often get their information about the City directly from e-mails or direct mail from the City, although 20% also get information from Cable Channel 20
- ❑ While most feel that information received is adequate (the right amount), a significant number of all community groups say that it is insufficient
 - For Residents, those who receive most of their information from community/weekly publications and direct mail are more likely to say information about the City is lacking
 - For Businesses, those who receive most of their information from City government officials, direct mail and Cable Channel 20 are more likely to say information about the City is lacking
- ❑ Regarding communications from community groups to the City, majority of Residents and Community Organizations feel the City is open and interested in hearing their views – Businesses less so



Communications/Customer Service – In Sum

- ❑ Amount of contact with the City varies by group – only 25% of Residents have contacted the City in the last 6 months, while 55% of Businesses and 77% of Community Organizations have contacted the City at least once in the past 6 months to a year
 - Residents and Businesses most often contacted to file a complaint – Community Organizations most often to research an issue
- ❑ Regardless of the reason for contact, Residents and Community Organizations gave high ratings to City employees for their professionalism/courteousness during the contact and having the proper training to address their issue/question – however, some concern, esp. among Residents, regarding getting to the person who can help them
 - Resident results tend to be similar to norm (however, below norm that compares Miami Beach to similar jurisdictions on overall satisfaction w/the experience)
- ❑ Business results regarding contact similar to Residents/Community Organizations but they also are more critical of the process itself (timeliness, user-friendliness and overall satisfaction) – especially when contacting to ‘pull a building permit/plan review’



VI. Final Summary

➤ In Their Words



VI. Final Summary

➤ Key Drivers



Key Drivers...In Sum

Residents

- ❑ City services (especially cleanliness and maintenance of streets, buildings, beaches, etc.) and safety (during the day, police) key factors that drive several outcome measures
 - Note: while Safety rated well from the survey, it is a major driver of overall satisfaction and requires continued focus
- ❑ However, another driver is how the City handles major events – overall, doing this well so keep it up!
- ❑ Key take-away: Address storm drainage and condition of roads

Businesses

- ❑ Customer service issues (i.e., City open/interested in hearing concerns/issues, satisfaction with contact experience), in large measure, drive overall satisfaction among businesses
- ❑ Similar to Residents, several cleanliness/maintenance services (streets, sidewalks) also drive outcomes



VII. Conclusion



Conclusion

- ❑ Results from Community Satisfaction Surveys overall favorable
 - Findings generally consistent with information obtained from focus groups, but some differences (i.e., data indicates issue not as prevalent as focus groups originally suggested, e.g., residents' concern over tourism)
- ❑ Community Organizations most positive – Residents overall also quite favorable on a number of dimensions
- ❑ Businesses are overall least positive and, in several cases, significantly more critical of the City than Residents or Community Organizations
- ❑ Some variation by region within Resident and Business groups
- ❑ In comparison to other cities/jurisdictions, Miami Beach is often similar to or above norms – however, there are a few instances where Miami Beach falls below other cities/jurisdictions



Conclusion

- ❑ **Key Positive** findings common across groups:
 - Quality of life in the City is high, the City seen as an ‘excellent’ or ‘good’ place to live, work, play or visit, and it’s getting better (Residents & Community Organizations)
 - Safety and City services provided by Police, Fire, Emergency Medical Response, Ocean Rescue/Beach Patrol, and Emergency/Hurricane preparedness
 - Recent capital improvement projects (Beachwalk, Youth Center, Golf Club, etc.)
 - Tourism’s contribution to quality of life and Residents contribution to business success
 - When contacting the City, courteousness/professionalism of City employees
 - Quality of beaches
 - Maintenance/appearance of public buildings, parks, playgrounds and landscaping in rights of way
 - Recreation programs/facilities
 - Garbage/trash collection (however, Businesses not as positive)
 - Availability of restaurants, major events (many want to see more) and the job City is doing handling events
 - Feeling that the City is open and interested in their concerns/issues and is doing a favorable job meeting their needs (Residents & Community Organizations)



Conclusion

- ❑ **Key Areas for Improvement** common across groups:
 - Transportation
 - Traffic flow
 - Condition of roads
 - Available parking across Miami Beach
 - Ability of public transit to get employees/customers to businesses (Business)
 - Addressing homelessness
 - Availability of affordable housing (Residents & Community Organizations)
 - Pace of new construction/development
 - Storm drainage
 - Cleanliness of canals/waterways
 - Condition of sidewalks
 - Availability of cultural activities (too few) and stores
 - Amount of information about the City
 - When contacting the City, ease of finding someone and overall satisfaction with experience (not a concern for Community Organizations) – varies based on reason for contact



Conclusion

❑ Resident Survey results compared to Other Cities/Jurisdictions:

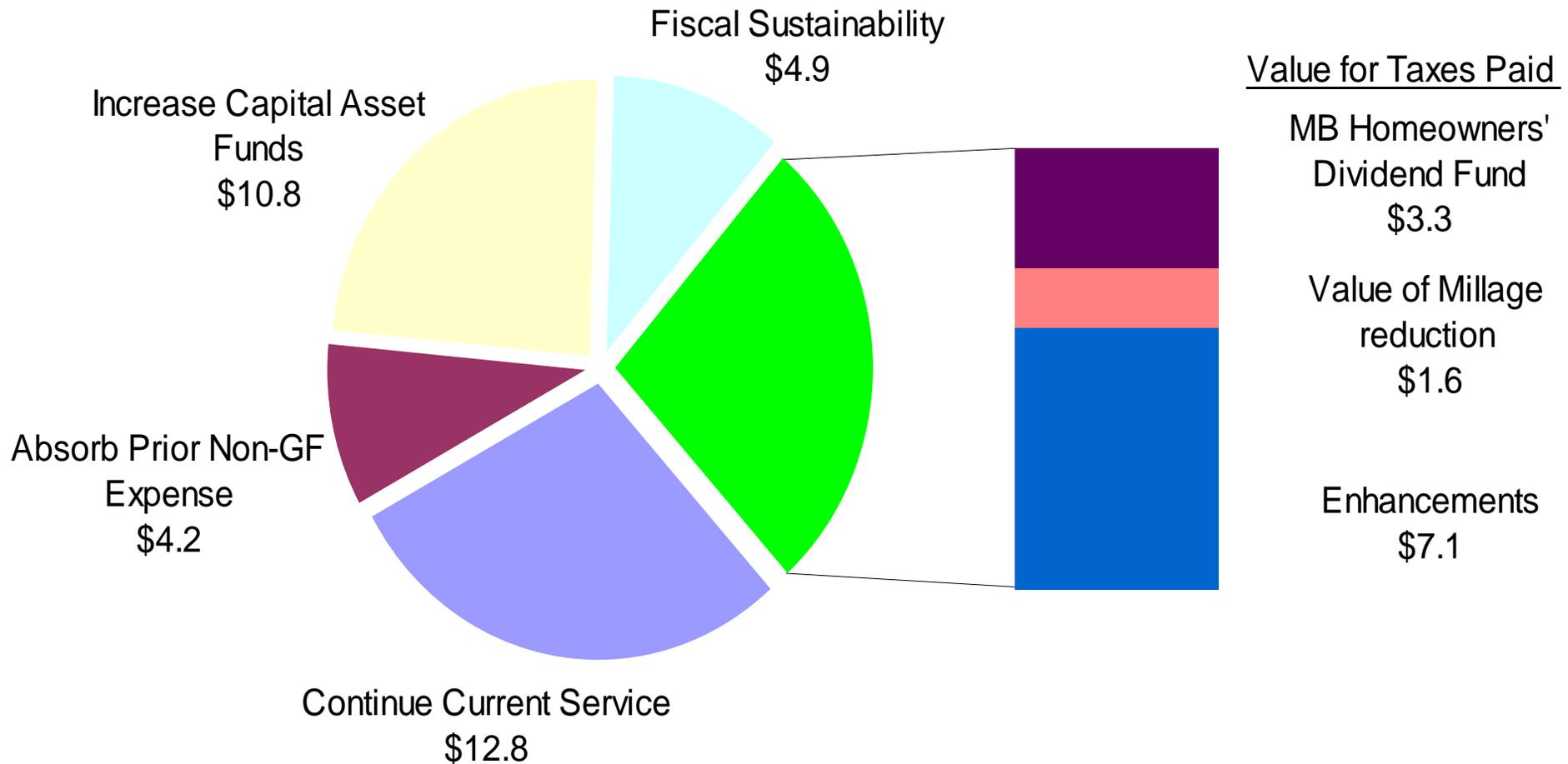
- Overall, largely similar to norms and a number of cases where Miami Beach is above; only a few where Miami Beach is below
- Instances where Miami Beach is above norm:
 - As a place to live
 - City government meeting needs and open/interested
 - Recreation programs
 - Appearance of playgrounds
 - Beaches
 - Safety (Fire, EMR, during day/night, etc.)
 - Traffic flow (above cities of similar pop size)
 - Condition of roads, local schools, courteous employees (above custom norm)
- Instances where Miami Beach is below norm
 - Storm drainage (but similar to other Florida cities and similar pop size)
 - Value of City services for taxes paid (notably below on custom norm and other Florida)
 - Overall experience dealing with the City – customer service (below national norm)



FY 05-06 Budget Themes

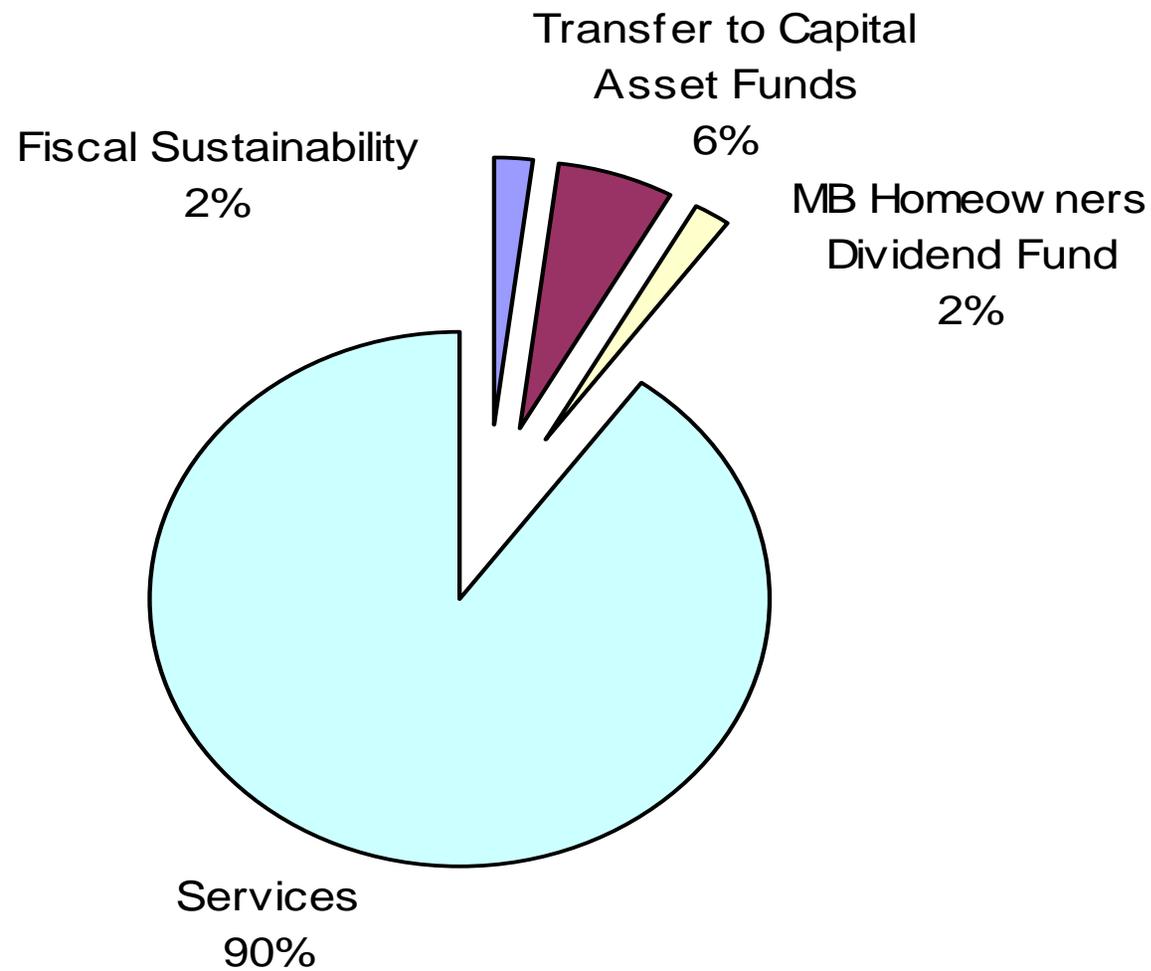
- **Maintain current services**
- **Address priorities identified by the community**
- **Incorporate structural changes for the future that ensure the fiscal management and sustainability for the city in the long term**
- **Increase taxpayer value for services**

FY 05-06 Budget Highlights (in millions)





General Fund Major Expenditure Components



FY 2005/06 Budget Enhancements – Cleaner and Safer



- ***Increase resident rating of Public Safety services and maintain crimes rates at or below national levels:***
- “Neighborhood contacts” Police program
 - 6 public safety specialists (At 5 contacts/day over 7,000 households per year contacted).
 - In addition, patrol officers encouraged to make at least 1 household or business contact per day = 70% of households and businesses contacted throughout the year.
- Additional funding for enhanced lighting in business districts

FY 2005/06 Budget Enhancements – Cleaner and Safer (continued)



- ***Improve cleanliness of Miami Beach rights of way especially in business area/ waterways: \$1.3 million*** for enhanced litter control:
- Washington Avenue from 5th Street to Lincoln Road, the Flamingo Park area, Lincoln Road between Washington and Collins Avenue (seven days and five nights per week)
- Harding Avenue from 79th Street to Indian Creek, including Abbot, Byron and Carlyle (five days per week)
- Beach and Boardwalk zones, including the surrounding dune areas
- Expanded litter control on 41st Street and 71st Street providing service five days per week in each area
- Expand the waterway cleaning efforts

FY 2005/06 Budget Enhancements – Beautiful & Vibrant, Mature and Stable, Unique Historic and Urban Environment



- ***Increase resident satisfaction with level of code enforcement:***
 - 3 code officers to provide for expanded hours of operation across all areas of the City and an additional inspector to enforce newsrack ordinance
 - Expansion of the graffiti remediation program citywide and wildlife eradication program throughout the City, and enhanced funding for remediation of overgrown vacant lots
- ***Ensure compliance with code within reasonable time frame:***
 - Additional funding for software to enhance tracking of employee productivity, caseload by zone, and caseload turnaround time, etc.
- ***Maintain Miami Beach public areas and rights-of-way, especially in business areas:***
 - New funding for a maintenance crew for pressure cleaning, sign installations and repair, meter installations, and general routine maintenance of parking facilities.
 - Replacement of landscape stock in needed areas funded from the proposed Capital Investment Upkeep Fund.

FY 2005/06 Budget Enhancements – Beautiful & Vibrant, Mature and Stable, Unique Historic and Urban Environment (continued)



- ***Increase satisfaction with Recreational programs:*** Enhancements include
 - Staffing and operating expenses for Normandy Park and Pool (to re-open in summer 2006); and additional recreational leaders for after schools and athletic programs, senior programs and expanded teen club
 - Funding to make our Youth Centers open to the public seven days per week.
 - \$150,000 in funding for a free-of-charge “Learn to Swim” program for 3 to 4-year old residents and expansion of scholarships available for specialty camps.
 - Elimination of fees for resident use of city pools on weekends and during non-programmed hours and for accessing general use of the Youth Centers on weekends and during non-programmed hours

- ***Reduce the number of homeless:*** Continue enhanced funding from prior years, including
 - Partnering with Citrus Health to provide a coordinated approach to addressing mental health issues often associated with the chronically homeless
 - An additional position in Homeless services to assist in emergency housing transitioning and to increase placement opportunities, as well as provide outreach and education including, a guide for residents and businesses on services available and how they can help

FY 2005/06 Budget Enhancements – Cultural, Entertainment and Tourism Capital/ Center for Innovation in Culture Recreation and Business



- ***Improve availability and accessibility of major events:***
 - An additional special events inspector for nights and on weekends, and a contract position for initial contacts with event producers
 - A Plans and Policy Manager in The Police Department for special events.

- ***Make City more business friendly:***
 - 8 positions added in mid-year 2004/05 to reduce turn around times for plan reviews, and to decrease overdue elevator inspections and tests.
 - 1 position to create a one stop lien shop consolidating building, code and fire lien functions.



FY 2005/06 Budget Enhancements – Well-Improved Infrastructure

- ***Maintain or improve traffic flow:***
 - Bike pedestrian network coordinator to expedite implementation of bikeways and pedestrian walkways throughout the City
 - Implementation of additional bike racks.
- ***Ensure well designed quality capital projects:***
 - Two positions in Public Works and three in CIP
 - Annual funding of the Capital Reserve Fund to help ensure that projects are not delayed due to funding shortfalls.
 - Increased funding for the Capital Renewal and Replacement Fund for projects that extend the useful life of City General Fund facilities.
- ***Ensure well-maintained infrastructure:***
 - \$900,000 in enhancements for a citywide pavement assessment and repair program, broken sidewalk replacement, and a regular maintenance program for outfall and catch basin cleaning and repairs.



FY 2005/06 Budget Enhancements – Communications and Customer Service

- ***Enhance external and internal communications from and within the City:***
 - Centralization and enhancement of all Communications functions within the City.
 - Funding for a regular advertising page in local newspapers, a bi-monthly newsletter, and expanded cable programming
 - Newsletters to be distributed bi-annually to each of the 14 neighborhoods in the City, and replacing an existing Community Information Manager position with two Community Information Coordinators.

- ***Expand hours and service through e-government.***
 - Funding for an internet parking application



Summary

- **Comprehensive Set of Citywide Surveys used to direct allocation of resources in the budget process**
- **FY 2005/06 Budget also incorporates structural changes for the future that ensure the fiscal management and sustainability for the city in the long term**
- **Overall increase taxpayer value for services**