

# MIAMI BEACH

## EN PROCURA DE LA EXCELENCIA

MIAMI BEACH SIGUE SIENDO UN LUGAR MEJOR

La Ciudad de Miami Beach ha hecho bien en permanecer enfocada en sus prioridades estratégicas. Al utilizar mediciones de desempeño para evaluar el comportamiento del gobierno de su Ciudad en el manejo de recursos y el suministro de servicios, muchas áreas han tenido mejoras significativas desde la concepción inicial de su plan.

El más reciente Estudio de Satisfacción de la Comunidad de Miami Beach, realizado a principios de 2012, indicó que la mayoría de los residentes (el 89 por ciento) afirmó que en general la calidad de vida en la Ciudad de Miami Beach es excelente o buena. Además, una cantidad elevada (el 89 por ciento) reportó que Miami Beach es un lugar "excelente" o "bueno" para vivir.

"Nos tomamos muy en serio lo que dice el público. La encuesta nos dio una percepción general del nivel de satisfacción [de residentes y negocios] con los servicios que brindamos", dijo Jorge M. Gonzalez, Administrador de la Ciudad de Miami Beach. "También se utiliza para la planeación estratégica de nuestro presupuesto y de los recursos".

Las encuestas de 2012 a los residentes y negocios, realizadas por Kerr and Downs Research, son el cuarto conjunto de encuestas integrales de satisfacción de la comunidad, válidas estadísticamente, efectuadas desde 2005. A principios de este año fueron encuestados más de 1,800 residentes y 900 negocios.

Las encuestas a la comunidad permiten conocer la opinión de los residentes sobre calidad de vida, servicios de la Ciudad e impuestos, y ayudan a identificar los factores clave para mejorar. En general, los resultados de 2012 fueron similares a los de la encuesta de 2009. Entre el 70 y el 90 por ciento de los residentes calificó positivamente a un número considerable de servicios. Al igual que con las encuestas a los residentes, en general las calificaciones que dieron los negocios a la Ciudad tampoco fueron significativamente diferentes a las de 2009. Un número sustancial de servicios recibió calificaciones positivas, oscilando entre el 70 y el 95 por ciento por parte de los negocios.

## STRIVING FOR EXCELLENCE

MIAMI BEACH CONTINUES TO BE A BETTER PLACE

The City of Miami Beach has achieved a great deal by staying focused on its strategic priorities. By using performance measurements to gauge how well your city government is managing resources and delivering services, many areas have seen significant improvements since its plan was first charted.

According to the most recent Miami Beach Community Satisfaction Survey that was conducted in early 2012, a majority (89 percent) of resident respondents reported that their overall quality of life within the City of Miami Beach is either excellent or good. In addition, a record high, 89 percent reported Miami Beach as an "excellent" or "good" place to live.

"We take public input very seriously. The survey results provide us general feedback on their [residents and businesses] level of satisfaction with the services we provide," said Miami Beach City Manager Jorge M. Gonzalez. "They are also used in strategically planning our budget and resources."

The 2012 residential and business surveys, conducted by Kerr and Downs Research, are Miami Beach's fourth set of comprehensive statistically valid community satisfaction surveys since 2005. Over 1,800 residents and over 900 businesses were surveyed earlier this year.

Although much has been achieved over the years, residents and businesses have indicated that there is still room to improve in terms of addressing storm drainage, homelessness, traffic flow and road conditions.

A Report to the  
Community



## OVERALL NOTABLES

89% of residents rated their overall quality of life within Miami Beach as excellent or good

80% of residents indicated a positive standard of living outlook compared to 53% in 2009

Nearly 8 out of 10 residents would definitely/probably recommend Miami Beach as an excellent or good place to live to others

2012 tax millage rate was lower than the prior year. In addition, the City's overall combined millage rate remains approximately 2.8 mills lower than it was in FY 1999/00, and it is lower than the total combined millage for 21 municipalities in Miami-Dade County

MB resident perks include free and discounted programs, among other benefits

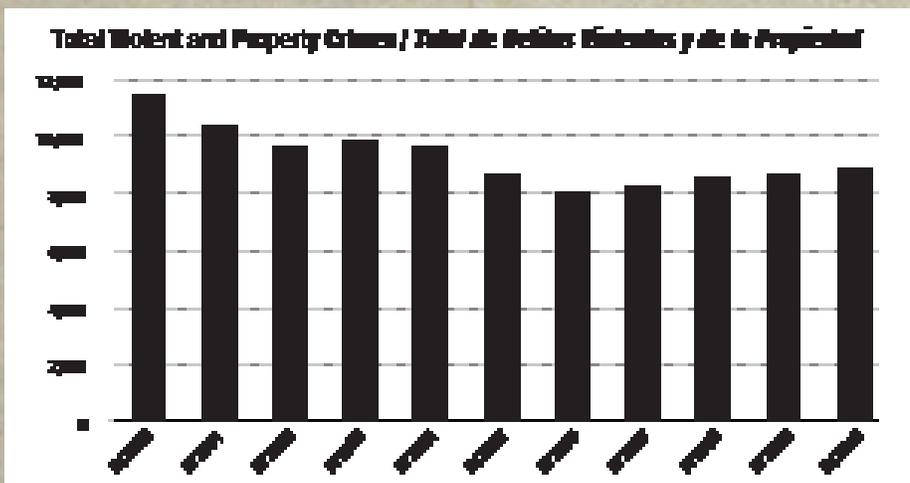
## SAFER

### KEY INTENDED OUTCOMES

- » Increase visibility of police
- » Maintain crime rates at or below national trends

Safety is one of the top quality of life factors for our residents according to all of the resident surveys conducted to date. Perception of safety in neighborhoods and commercial areas in both the daytime and nighttime rated well, while police ratings dropped for residents and businesses (from 84 to 66 and 81 to 71 percents, respectively). In contrast to recent national trends, the city's crime rate decreased steadily through FY 2006 and has since remained steady. Although there was a slight increase in overall crime rates last year, crime is still significantly below historical levels, with a seven percent decrease between 2001 and 2011.

Furthermore, property crimes (burglary, larceny, and auto theft) decreased by four percent while violent crimes declined 22 percent between calendar year 2001 and 2011. In addition, calls for service and arrests have increased by 14 and 22 percent respectively since 2001, in part due to a 30 percent increase in the averaged daily population. Overall, fire services rated well with 91 percent of residents and 93 percent of businesses rating excellent or good.



CLEANLINESS INDEX SCORE PER PUBLIC AREA (TARGET = 1.5)

PUBLIC AREA	FY SCORE FY05/06	FY SCORE FY07/08	FY SCORE FY08/09	FY SCORE FY09/10	FY SCORE FY10/11	% CHANGE FROM BASE FY	% CHANGE FROM PRIOR FY	% CHANGE FROM BEST FY
Overall City Score	2.10	1.75	1.75	1.80	1.60	-23.8%	-11.1%	-9.3%
Commercial - Non-Entertainment	1.83	1.60	1.65	1.63	1.57	-14.2%	-3.7%	-1.9%
Streets - Residential	2.01	1.64	1.68	1.65	1.51	-24.9%	-8.5%	-8.6%
Sidewalks - Commercial - Non-Entertainment	1.95	1.75	1.79	1.77	1.63	-16.4%	-7.9%	-7.3%
Sidewalks - Residential	2.14	1.75	1.77	1.71	1.59	-25.7%	-7.0%	-7.5%
Parks	1.90	1.52	1.55	1.57	1.39	-26.8%	-11.5%	-9.3%
Beaches-Miami Beach Responsibility Only	1.85	1.59	1.62	1.59	1.43	-22.7%	-10.1%	-11.1%
Beaches-Miami-Dade County Responsibility	1.93	1.70	1.61	1.63	1.48	-23.3%	-9.2%	-8.7%

(-) = good change

## CLEANER

### KEY INTENDED OUTCOMES

- » Improve cleanliness of Miami Beach rights of way especially in business areas
- » Improve cleanliness of city beaches

Cleanliness continues to be mentioned as one of the changes that would make Miami Beach a better place to live, work, play, or visit. Expanded cleanliness services implemented in recent years for commercial and entertainment areas, alleys, parking lots, beaches, and residential areas have been maintained. Using a quantitative index to assess the impact of these efforts, the results have shown significant overall improvement. Between FY 2005/06 and FY 2010/11, the overall citywide cleanliness score improved by 23.8 percent for citywide cleanliness assessments rating clean or very clean. Also, ratings for cleanliness (74 percent of residents and 62 percent of businesses rating excellent or good) remained stable between 2009 and 2012, but continue to be significantly improved from the 2005 survey results. None-the-less, our residents continue to view cleanliness as an important service area, and in the 2012 survey, it was cited as the most important service to retain.

Cleanliness of waterways in 2012 rated better than during the 2005 surveys (57 percent of residents and 59 percent of businesses rating as excellent or good compared to 49 percent in 2005), but continues to be an area for improvement.

## BEAUTIFUL AND VIBRANT; A UNIQUE URBAN AND HISTORIC ENVIRONMENT; A MATURE STABLE RESIDENTIAL COMMUNITY WITH WELL-IMPROVED INFRASTRUCTURE

### KEY INTENDED OUTCOMES

- » Ensure compliance with code within reasonable time frame
- » Ensure safety and appearance of building structures and sites
- » Maintain Miami Beach public areas & rights-of-way citywide
- » Protect historic building stock
- » Maintain strong growth management policies
- » Increase satisfaction with family recreational activities
- » Improve the lives of elderly residents
- » Enhance learning opportunities for youth
- » Reduce the number of homeless
- » Increase access to workforce or affordable housing
- » Promote and celebrate our city's diversity

In 2012, 61 percent of residents and businesses rated the level of code enforcement as about the right amount. Growth management initiatives continue to be pursued, in addition to the maintenance of the city's 1,500 historic building stock. Of major significance is the completion of the nationally recognized and award-winning Soundscape and the ongoing reforestation program installing 4,250 trees to date.

Enhancing learning opportunities for youth with our city remains a priority. The Education Compact between the City of Miami Beach and Miami-Dade County Public Schools established in January 2008 has many notable outcomes and the level of academic achievement has improved throughout the City of Miami Beach in 2010-2011 as all Miami Beach public schools received "A" or "B" FCAT grades. In 2012, public schools were rated excellent or good by 91 percent of residents compared to 58 percent in 2007. As of March 2012, all public schools in Miami Beach are International Baccalaureate (IB) World Schools, accessible to every child at every school.

Further much has been accomplished to address homelessness in the last several years, with the census count for the number of homeless in the city declining from 314 in November 2000 to 173 in January 2012.

#### 2012 Rating of City's Ability to Address Homelessness

- » 42% of residents rate as good or excellent (31% in 2005)
- » 69% of businesses rate as good or excellent (25% in 2005)

There are benefits of being a Miami Beach resident. Successful recreation programs for teens and seniors also continue to be a priority, with a steady increase of participation. Reduced fees for after-school, specialty camps and intramural athletic leagues and scholarship programs are also available for numerous recreational programs increasing access to all our residents. Free and reduced access to our various pools has led to dramatic increases in usage year-round with a 98.7 percent increase overall since 2005.



## WELL-IMPROVED INFRASTRUCTURE

### KEY INTENDED OUTCOMES

- » Enhance mobility throughout the city
- » Improve parking availability
- » Preserve our beaches
- » Ensure value and timely delivery of quality capital projects
- » Ensure well-maintained facilities
- » Maintain city's Infrastructure
- » Improve storm drainage citywide

#### PROGRAM REGISTRATION AND PARTICIPATION

FISCAL YEAR	2001	2007	2008	2009	2010	2011	% CHANGE SINCE 2001
After School Registration	2,976	2,645	2,810	2,680	3,182	3,463	16%
Summer Camps Registration	1,053	2,527	2,417	2,758	2,398	2,538	141%
Athletics Registration	1,140	1,442	2,087	2,080	1,573	1,810	59%
Total Registration	5,169	6,614	7,314	7,518	7,153	7,811	51%
Total Participation		4,884	5,476	5,764	5,067	5,540	13%
Pools Attendance	27,416	161,176	145,337	141,524	160,456	157,227	473%
Senior Scene Club		117	158	182	243	263	406%
Teen Participation		151	172	213	332	338	323%

\*Total Participation available as of FY2007 based on new recreation software and pool attendance free to residents. \*\*Normandy Park and Pool open 2007.

Pedestrian and bicycle enhancements continue to provide alternatives to the large portion of the community who do not use a car as their primary mode of travel. The city's Bikeways Master Plan provides for a total of 244 bike rack citywide. A self-service bicycle rental program with Deco Bikes supports environmental sustainability and increases multi-modal mobility throughout the city.

Parking availability remains a priority with renovation to several parking lots citywide. An additional 1,700 parking spaces have been added over the last three years. The completion of the new City Hall Garage (650 spaces); Fifth & Alton Garage (500 spaces); and the Pennsylvania Avenue Garage (550 spaces); added to the city's parking inventory. This equates to a 43 percent increase in the city's overall garage parking space inventory since 2009.

The capital improvement program continues as a top priority. In the last two years alone, completed projects include:

- » Venetian Causeway cross street main extensions
- » New World Symphony/Lincoln Lane North and Pennsylvania Avenue improvements
- » Scott Rakow Center roof replacement
- » Neighborhood right-of-way and underground infrastructure upgrades
- » Botanical Garden improvements
- » Sunset Harbor/Purdy Avenue Garage
- » Fire Station No. 2

Completed capital improvement projects have been well received and there are more to come. The percentage of capital improvement projects on scheduled during the planning phase, the design phase, and the construction phase has improved significantly.

### Survey Says

- » 84 percent of residents and 86 percent of businesses rated the quality of our beaches as excellent or good
- » 87 percent of residents and 83 percent of businesses rated the appearance of public buildings as excellent or good

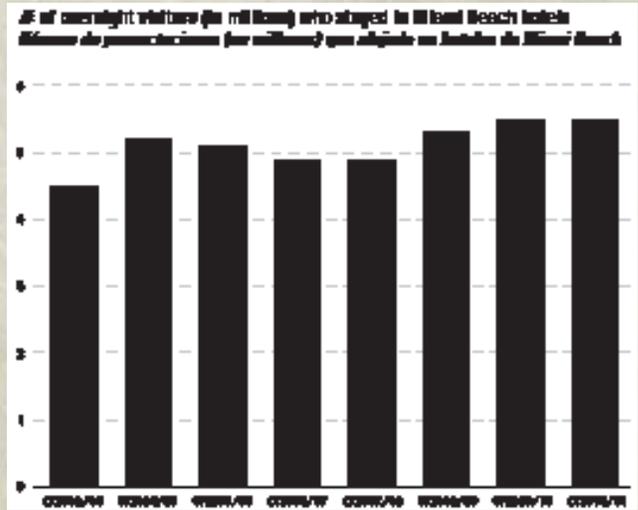


## A CULTURAL, ENTERTAINMENT TOURISM CAPITAL AND AN INTERNATIONAL CENTER FOR INNOVATION AND BUSINESS

### KEY INTENDED OUTCOMES

- » Maximize Miami Beach as a destination brand
- » Improve convention center facility
- » Diversify business base in Miami Beach
- » Improve building development related processes

Efforts continue to keep Miami Beach's status as one of the main tourist destinations nationally and internationally. Despite the downturn in the economy, the number of visitors remained similar to prior year levels. Utilization of the convention center has remained steady in the past few years with an average annual occupancy of 61 percent between FY2005/06 and FY2010/11. Efforts are underway to expand the facility and redevelop the area for further economic growth.





## MAXIMIZING VALUE TO OUR COMMUNITY FOR THE TAX DOLLARS PAID

### KEY INTENDED OUTCOMES

- » Maximize efficient delivery of services
- » Control costs of payroll including salary and fringes; minimize taxes; ensure expenditure trends are sustainable over the long term
- » Increase community satisfaction with city government

Value of city services for tax dollars paid continues to impact perceptions by Miami Beach residents and businesses as a place to live and as a place to run a business, and their perceptions whether government is meeting their needs. There has been improvement, since 2005, when the City first began tracking resident and business perceptions regarding their value for tax dollars paid.

Since 2008, there have been significant declines in property tax revenues due to state legislated decreases and a subsequent downturn in the real estate market and the economy. Despite these declines, the resident and business perceptions regarding value of services for tax dollars paid has improved, and now Miami Beach rates similar to other cities when comparing to other jurisdictions in Florida and other parts of the country.

The City's overall combined millage rate – the amount each property owner pays in property taxes per \$1,000 of value – remains approximately 2.8 mills lower than it was in FY 1999/00, and is lower than the total combined adopted millage for 21 municipalities in Miami-Dade County.

In fact, 67 percent of residential respondents and 61 percent of business respondents strongly agree or agree that the City of Miami Beach government is meeting their needs.

### Survey Says

- » 77 percent of residents and 70 percent of business would recommend Miami Beach as a place to live and run a business
- » 80 percent of businesses indicated business was improving compared to 49 percent in 2009

For complete  
Survey Results





## ENVIRONMENTAL SUSTAINABILITY, COMMUNICATIONS, CUSTOMER SERVICE AND INTERNAL SUPPORT FUNCTIONS

Ensuring the long-term sustainability of our city government, including environmental sustainability, improved communications with our residents, financial sustainability, transparency and internal controls continue to be a priority.

### KEY INTENDED OUTCOMES

- » Enhance the environmental sustainability of the community
- » Enhance external and internal communications from and with the city
- » Improve processes through information technology
- » Expand e-government
- » Improve the city's overall financial health and maintain overall bond rating
- » Promote transparency of city operations
- » Strengthen internal controls
- » Attract and maintain a workforce of excellence

Several initiatives have been implemented to sustain the environment and address issues of concern to the community, including:

- » Expanding recycling efforts in select public areas
- » Single stream (co-mingled) recycling for single-family residences
- » Citywide recycling ordinance to increase the city's commercial and multi-family recycling levels

The city's journey can be tracked through various enhanced communication tools like this magazine and programs on MBTV with news sources emerging using social media networks like Twitter and Facebook.

In fact, 87 percent of residents and 91 percent of businesses reported being very satisfied or satisfied with the website. The number and types of transactions that are available to residents and businesses online will continue to expand. In FY2011/12, free mobile applications allow residents to report issues, such as potholes and graffiti.

Despite the downturn in the economy, the City has maintained financial reserves. As a result, Miami Beach's current bond rating remains strong.

As the journey to excellence continues, the City of Miami Beach is committed to evaluating performance results to ensure that it is following the plan, the vision for the future of the city.



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Report it App

