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OFFICE OF THE CITY MANAGER

LTC # 273-2013

LETTER TO COMMISSION

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TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: August 7, 2013

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2012/13 Quarter 3

The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY2012/13 Quarter 3 (April 1, 2013 to June 30, 2013).

Background

The Miami Beach Public Area Cleanliness Index is an objective measurement of performance ranging from 1.0 (Very Clean) to 6.0 (Very Dirty) and includes assessments of litter, litter/ garbage cans/dumpsters, organic material, and fecal matter. The results of the assessments are used to monitor the impacts of recently implemented initiatives to target areas for future improvements, and assure the quality of services.

During FY 2006/07, the City tightened the target for the Citywide and area-specific cleanliness indicators from 2.0 to 1.5 – the lower the score on the cleanliness index indicates a cleaner area. This target continues to be the same through FY 2007/08, FY 2008/09, FY 2009/10, FY 2010/11, FY 2011/12 and FY 2012/13. As important, the City also has a goal to ensure that 90 percent of assessments score 2.0 or better.

Summary of the Cleanliness Assessment Results FY 2012/13 Quarter 3

Overall, the citywide cleanliness index improved during FY 2012/13 Quarter 3 by 37.1% when compared to the same quarter in FY2005/06 (the first year the program was implemented) and improved when compared to the same quarter in FY2011/12 by 9.0%. In general, the City's cleanliness has steadily progressed as evidenced by the index, anecdotal information, and results of our most recent resident survey.\, with 91.9% of all public area assessments scoring 2.0 or better (target=90%). However, cleanliness remains a top priority for the City.

Positive and Improved Areas in FY 2012/13 Quarter 3

- **Alleys**– Overall scores in alleys improved 4.7% when compared to the prior quarter and 11.5% when compared to the prior FY quarter. Increased inspections by code compliance staff implemented in Q4 of the prior fiscal year has contributed to improved overall score and a decrease in illegal dumping across the beach. However, the alley cleanliness rating at 1.61 remains among the poorest citywide. Litter and trash on the ground appear to be the issue in the North Beach area.

- **Parks**- Overall scores improved by 9.2% when compared to the same quarter in FY2011/12. Parks continues to work with the Homeless Outreach team to address specific issues in parks located in the South Beach area.

- **Waterways** - Overall scores improved by 46.8% when compared to the same quarter in FY2005/06, but this continues to be an area of focus as scores remain amongst the lowest when compared to all assessment areas. Waterways improved by 18.3% when compared to the same quarter in FY2011/12. Organizational Development has provided training to contracted staff regarding the cleanliness index, to increase awareness of program factors. Scores continue to improve from prior years, with Sanitation monitoring the contractor.

- **Parking Lots** - Overall, scores improved by 3.1% when compared to the same quarter in FY2011/12. As of October 1, 2012, two (2) full crews are servicing select parking across lots across Miami Beach seven (7) days a week. Sanitation will continue to monitor and adjust as needed.

Areas of Focus

- **Streets**– Streets improved by 7.9% when compared to the same quarter in FY2011/12. Streets in the North Beach area declined by 17.0% when compared to the prior quarter, specifically residential areas with a 38.9% decline when compared to the prior quarter. Sanitation has adjusted crew scheduling to address North Beach issues in the morning, both during the week and weekend hours, and will continue to monitor the North Beach issue.

- **Sidewalks**– Sidewalks across the Beach improved 11.4% when compared to the same quarter in FY2011/12. Sidewalks in residential areas in North Beach declined by 15.7% when compared to the prior quarter; however, approximately 97.1% of residential sidewalks are exceeding the established target. The adjusted crew scheduling mentioned above impacts sidewalks along with streets.

- **Beaches -** Scores declined for those areas covered by Miami Beach staff by 12.5% when compared to the prior quarter and 0.7% when compared to the prior FY quarter. Areas covered by Miami Dade County (MDC) declined by 11.7% compared to the prior quarter and 13.3% compared to the prior FY quarter. Cleanliness of beaches remains a priority, with multiple departments collaborating to address issues. Prior improvements, which include increased number of garbage cans in high traffic areas and the use of larger cans (45 gallons to 70 gallons) have helped to sustain beach cleanliness, although cleanliness in the North Beach and Middle Beach areas covered by MDC has declined by 12.7% and 19.0% respectively when compared to the prior FY quarter.

Cleanliness Key Intended Outcome

Cleanliness was identified in our community surveys as a key driver affecting overall quality of life. In addition, in the 2012 survey, residents and businesses rated cleanliness as the number one service the City should strive not to reduce. The City has implemented increases in service levels and community satisfaction levels have improved. Overall scores have improved by 24.2% from FY2005/06 to FY2011/12.

Next Quarter Assessments

City employees and Neighborhood Leadership Academy alumni and residents are conducting cleanliness assessments every quarter. If you or any member of your staff is interested in participating in the City's Public Area Cleanliness Program, please contact Dr. Leslie Rosenfeld with Organization Development Performance Initiatives at extension 6923.

If you have any further questions, please feel free to contact me.

c: Mark Taxis, Assistant City Manager
Kathie G. Brooks, Assistant City Manager
Dr. Leslie Rosenfeld, Organization Development
Eric Carpenter, Public Works Director
Kevin Smith, Parks and Recreation Director
Saul Francis, Parking Director
Mariano Fernandez, Building Director
Hernan Cardeno, Code Compliance Division Commander
Robert Santos-Alborna, Code Compliance Division Director
Al Zamora, Sanitation Division Director

MT/KGB/LDR

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Cleanliness Index Score Per Public Area (target = 1.5)

Public Area	FY0809 Q1	Q2	Q3	Q4	FY Score
Overall City Score	[illegible]	1.94	[illegible]	[illegible]	[illegible]
Streets	[illegible]	1.98	[illegible]	1.84	[illegible]
Not including alleys	1.99	1.85	[illegible]	1.74	1.94
Commercial – Entertainment	1.84	1.78	[illegible]	1.74	1.95
Commercial – Non-Entertainment	1.89	1.87	1.81	1.75	1.83
Residential	[illegible]	1.93	[illegible]	1.74	[illegible]
Alleys	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Sidewalks	[illegible]	[illegible]	[illegible]	1.84	[illegible]
Commercial – Entertainment	1.87	1.95	[illegible]	1.86	[illegible]
Commercial – Non-Entertainment	1.97	[illegible]	1.91	1.79	1.95
Residential	[illegible]	[illegible]	[illegible]	1.83	[illegible]
Parks	[illegible]	1.93	1.93	[illegible]	1.90
Parking	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Waterway	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Beach Areas					
Miami Beach Responsibility Only	[illegible]	1.68	1.80	1.81	1.85
Miami-Dade County Responsibility	1.96	1.78	[illegible]	1.95	1.93

Public Area	FY0708 FY Score	FY0809 FY Score	FY0910 FY Score	FY1011 FY Score	FY1112 FY Score	FY1213 FY Score	% change from prior FY score	% change from base FY score
Overall City Score	[illegible]	1.76	1.80	1.60	1.59			
Streets	[illegible]	1.73	1.74	1.66	1.56			
Not including alleys	1.94	1.66	1.66	1.54	[illegible]			
Commercial – Entertainment	1.95	1.65	1.69	1.55	[illegible]			
Commercial – Non-Entertainment	1.83	1.65	1.63	1.57	[illegible]			
Residential	[illegible]	1.68	1.65	1.51	[illegible]			
Alleys	[illegible]	1.97	1.99	1.86	1.84			
Sidewalks	[illegible]	1.73	1.75	1.63	[illegible]			
Commercial – Entertainment	[illegible]	1.69	1.77	1.64	[illegible]			
Commercial – Non-Entertainment	1.95	1.79	1.77	1.63	1.57			
Residential	[illegible]	1.77	1.71	1.59	[illegible]			
Parks	1.90	1.55	1.57	[illegible]	[illegible]			
Parking	[illegible]	1.96	2.00	1.81	1.76			
Waterway	[illegible]	[illegible]	[illegible]	1.70	1.96			
Beach Areas								
Miami Beach Responsibility Only	1.85	1.62	1.59	[illegible]	[illegible]			
Miami-Dade County Responsibility	1.93	1.61	1.63	[illegible]	[illegible]			

Public Area	FY1112 Q1	Q2	Q3	Q4	FY Score	% change from prior FY score	% change from base FY score
Overall City Score	1.64	1.63	1.55	1.53	1.59	-0.6%	-24.2%
Streets	1.64	1.59	1.51	[illegible]	1.56	-6.0%	-23.6%
Not including alleys	1.52	[illegible]	[illegible]	[illegible]	[illegible]	-5.5%	-25.2%
Commercial – Entertainment	1.51	[illegible]	[illegible]	[illegible]	[illegible]	-7.1%	-26.1%
Commercial – Non-Entertainment	1.53	1.51	[illegible]	[illegible]	[illegible]	-4.4%	-18.0%
Residential	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-5.3%	-28.8%
Alleys	1.92	1.93	1.82	1.67	1.84	-2.6%	-29.2%
Sidewalks	[illegible]	1.53	[illegible]	[illegible]	[illegible]	-11.0%	-29.6%
Commercial – Entertainment	[illegible]	1.57	[illegible]	[illegible]	[illegible]	-12.8%	-29.9%
Commercial – Non-Entertainment	[illegible]	1.60	1.58	1.61	1.57	-3.6%	-19.4%
Residential	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-10.5%	-33.6%
Parks	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	3.6%	-24.2%
Parking	1.71	1.91	1.60	1.77	1.76	-3.3%	-20.8%
Waterway	[illegible]	1.94	1.91	1.74	1.96	15.2%	-24.3%
Beach Areas							
Miami Beach Responsibility Only	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-4.9%	-26.4%
Miami-Dade County Responsibility	1.55	[illegible]	[illegible]	[illegible]	[illegible]	-4.0%	-26.4%

Public Area	FY1213 Q1	Q2	Q3	Q4	FY Score	% change from prior Qtr	% change vs prior FY Qtr	% change from base quarter (FY base year)
Overall City Score	[illegible]	[illegible]	[illegible]			-2.8%	-9.0%	-37.1%
Streets	[illegible]	[illegible]	[illegible]			-2.1%	-7.9%	-37.4%
Not including alleys	[illegible]	[illegible]	[illegible]			-1.5%	-6.4%	-39.4%
Commercial – Entertainment	[illegible]	[illegible]	[illegible]			-5.1%	-3.7%	-47.1%
Commercial – Non-Entertainment	[illegible]	[illegible]	[illegible]			-7.1%	-12.6%	-28.2%
Residential	[illegible]	[illegible]	[illegible]			17.6%	-6.7%	-34.1%
Alleys	1.81	1.69	1.61			-4.7%	-11.5%	-41.5%
Sidewalks	[illegible]	[illegible]	[illegible]			-5.3%	-11.4%	-46.6%
Commercial – Entertainment	[illegible]	[illegible]	[illegible]			-7.4%	-6.7%	-50.0%
Commercial – Non-Entertainment	[illegible]	[illegible]	[illegible]			-10.0%	-20.3%	-34.0%
Residential	[illegible]	[illegible]	[illegible]			3.4%	-19.3%	-46.5%
Parks	[illegible]	[illegible]	[illegible]			-9.2%	-9.2%	-33.3%
Parking	1.52	1.56	1.55			-0.6%	-3.1%	-32.6%
Waterway	1.68	1.73	1.56			-9.8%	-18.3%	-46.5%
Beach Areas								
Miami Beach Responsibility Only	[illegible]	[illegible]	[illegible]			12.5%	0.7%	-20.0%
Miami-Dade County Responsibility	[illegible]	[illegible]	1.53			11.7%	12.3%	-25.0%

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Percentage of Assessments scoring 2.0 or better (target = 90%)

Public Area	[illegible]				
	Q1	Q2	Q3	Q4	FY Score
Citywide	[illegible]	71.1%	[illegible]	75.5%	[illegible]
Streets	[illegible]	79.2%	[illegible]	84.8%	[illegible]
Commercial – Entertainment	[illegible]	81.1%	[illegible]	[illegible]	[illegible]
Commercial – Non-Entertainment	76.7%	[illegible]	82.4%	[illegible]	82.3%
Residential	[illegible]	84.6%	[illegible]	86.1%	[illegible]
Alleys	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Sidewalks	[illegible]	[illegible]	[illegible]	79.3%	[illegible]
Commercial – Entertainment	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Commercial – Non-Entertainment	[illegible]	[illegible]	[illegible]	87.4%	[illegible]
Residential	[illegible]	78.1%	[illegible]	82.2%	[illegible]
Parks	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Parking	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Waterway	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Beach Areas					
Miami Beach Responsibility Only	[illegible]	83.8%	[illegible]	78.5%	[illegible]
Miami-Dade County Responsibility	75.3%	78.4%	[illegible]	77.2%	[illegible]

Public Area	FY09/10	FY10/11
	FY Score	FY Score
Citywide	79.4%	85.5%
Streets	86.4%	[illegible]
Commercial – Entertainment	87.8%	[illegible]
Commercial – Non-Entertainment	87.3%	89.0%
Residential	82.9%	[illegible]
Alleys	[illegible]	[illegible]
Sidewalks	80.9%	86.7%
Commercial – Entertainment	81.4%	86.1%
Commercial – Non-Entertainment	81.4%	86.8%
Residential	79.6%	86.6%
Parks	89.1%	[illegible]
Parking	[illegible]	78.0%
Waterway	[illegible]	83.9%
Beach Areas		
Miami Beach Responsibility Only	87.3%	[illegible]
Miami-Dade County Responsibility	88.7%	[illegible]

Public Area	FY [illegible]						
	Q1	Q2	Q3	Q4	FY Score	Difference from prior qtr	Difference from base FY score
Citywide	86.8%	84.3%	89.1%	[illegible]	87.8%	1.9%	22.8%
Streets	89.0%	[illegible]	[illegible]	[illegible]	[illegible]	1.6%	18.2%
Commercial – Entertainment	88.3%	89.8%	[illegible]	[illegible]	[illegible]	-0.2%	26.1%
Commercial – Non-Entertainment	87.2%	88.3%	89.6%	[illegible]	88.5%	3.3%	7.2%
Residential	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.4%	18.8%
Alleys	75.8%	[illegible]	81.8%	87.1%	79.6%	6.3%	37.7%
Sidewalks	[illegible]	88.4%	[illegible]	[illegible]	[illegible]	1.8%	24.8%
Commercial – Entertainment	[illegible]	87.3%	[illegible]	[illegible]	[illegible]	-2.6%	28.8%
Commercial – Non-Entertainment	89.7%	86.9%	87.3%	89.6%	88.4%	2.3%	18.8%
Residential	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	3.6%	28.7%
Parks	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2.7%	28.6%
Parking	84.7%	75.5%	87.3%	86.7%	83.3%	-1.8%	28.8%
Waterway	[illegible]	[illegible]	77.4%	82.2%	[illegible]	4.8%	18.6%
Beach Areas							
Miami Beach Responsibility Only	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.0%	23.3%
Miami-Dade County Responsibility	87.7%	[illegible]	[illegible]	[illegible]	[illegible]	-0.8%	23.0%

Public Area	FY12/13							
	Q1	Q2	Q3	Q4	FY Score	Difference from prior qtr	Difference from prior FY qtr	Difference from base FY qtr
Citywide	89.5%	89.3%	[illegible]			2.6%	2.8%	36.2%
Streets	[illegible]	[illegible]	[illegible]			0.4%	0.8%	29.7%
Commercial – Entertainment	[illegible]	[illegible]	[illegible]			1.4%	-0.4%	47.9%
Commercial – Non-Entertainment	89.9%	[illegible]	[illegible]			3.2%	5.4%	12.8%
Residential	[illegible]	[illegible]	[illegible]			-3.0%	-2.8%	24.3%
Alleys	78.5%	83.0%	85.6%			2.8%	8.8%	46.0%
Sidewalks	[illegible]	[illegible]	[illegible]			2.3%	3.8%	38.1%
Commercial – Entertainment	[illegible]	[illegible]	[illegible]			1.2%	-0.9%	65.6%
Commercial – Non-Entertainment	[illegible]	[illegible]	[illegible]			2.6%	6.8%	14.4%
Residential	[illegible]	[illegible]	[illegible]			5.4%	5.8%	46.0%
Parks	[illegible]	[illegible]	[illegible]			4.4%	3.0%	28.8%
Parking	87.8%	86.6%	[illegible]			3.6%	2.8%	40.8%
Waterway	83.0%	79.1%	83.7%			4.8%	6.3%	48.2%
Beach Areas								
Miami Beach Responsibility Only	[illegible]	[illegible]	[illegible]			-3.0%	-4.5%	28.4%
Miami-Dade County Responsibility	[illegible]	[illegible]	89.3%			-4.0%	-7.8%	36.4%