



OFFICE OF THE CITY MANAGER

LTC # 046-2014

LETTER TO COMMISSION

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TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: February 6, 2014

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2013/14 Quarter 1

The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY 2013/14 Quarter 1 (October 1, 2013 to December 31, 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, FY 2012/13 and FY 2013/14. As important, the City also has a goal to ensure that 90 percent of assessments score 2.0 or better, with awareness of seasonal fluctuations.

Summary of the Cleanliness Assessment Results FY 2013/14 Quarter 1

Overall, the citywide cleanliness index improved during FY 2013/14 Quarter 1 by 27.3% when compared to the same quarter in FY2005/06 (the first year the program was implemented) and declined when compared to the same quarter in FY 2012/13 by 11.9%. 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 87.5% of all public area assessments scoring 2.0 or better (target=90%). However, cleanliness remains a top priority for the City.

Positive and Stable Areas in FY 2013/14 Quarter 1

- **Sidewalks**– Sidewalks overall improved by 2.6% when compared to the prior quarter. Sidewalks in commercial entertainment areas of South Beach improved by 7.1% when compared to the prior quarter. Sidewalk organic material is a contributing factor to a decline in the North Beach areas. Residential areas in the Middle Beach reflect an improvement of 12.5% when compared to the prior quarter.

- **Parking Lots** - Overall, scores declined by 3.3% when compared to the same quarter in FY 2012/13 and improved by 16.0% when compared the prior FY quarter. Equipment issues from the prior quarter are resolved and contribute to improvements this quarter. Sanitation will continue to monitor and adjust as needed.
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Areas of Focus

- **Streets**– Streets in South Beach and North Beach declined by 11.0% and 8.1% respectively when compared to the same quarter in FY 2012/13. However, streets in the Middle Beach area improved by 0.8% when compared to the same quarter in FY 2012/13. The increase in construction in the South Beach area appears to be a contributing factor to the increase in litter on the ground. As such, the Public Works Department continue to work with the Florida Department of Transportation (FDOT) to discuss steps to help maintain the cleanliness of streets while construction is underway and the Code Department will review the issue as well.
- **Alleys**– Overall scores in alleys improved 0.5% when compared to the prior quarter and declined 7.2% when compared to the prior FY quarter. Alley cleanliness ratings remain amongst the poorest citywide at a score of 1.94. The Sanitation Division will review staff deployment and make recommendations to address the ongoing issues in the South Beach area. The Code Department will continue to deploy staff two (2) times a day seven (7) days a week.
- **Parks**- Overall scores declined by 14.1% when compared to the same quarter in FY 2012/13, but improved 5.2% when compared to the prior FY quarter. Polo Park and Allison Park scores were amongst the lowest this quarter, with organic material a primary driver.
- **Waterways** - Overall scores declined by 13.7% when compared to the same quarter in FY 2012/13, but this continues to be an area of focus as scores remain amongst the lowest when compared to all assessment areas. Waterways on Indian Creek between 29th Street and 37th Street have been identified as areas of concern. The Code Department will continue to work with property owners in this area to address litter on the ground along the shoreline.
- **Beaches** - Scores improved for those areas covered by Miami Beach staff by 0.6% when compared to the prior quarter and declined by 19.8% when compared to the prior FY quarter. Areas covered by Miami-Dade County (MDC) improved by 11.3% compared to the prior quarter and declined 5.2% compared to the prior FY quarter. Cleanliness of beaches remains a priority, with multiple departments collaborating to address issues. The Sanitation Division will review the frequency of pick up of organic material in the beach spoil areas and make recommendations for improvement. The Code Department will be enhancing enforcement beginning March 2014 with the addition of seven (7) part time code officers.

MIAMI BEACH

Cleanliness Index Score Per Public Area (target = 1.5)

Public Area	Fiscal Year				
	Q1	Q2	Q3	Q4	FY Average
Overall City Score	1.85	1.94	1.79	1.83	1.85
Streets	1.85	1.88	1.82	1.84	1.83
Not including alleys	1.95	1.85	1.76	1.74	1.84
Commercial – Entertainment	1.84	1.78	1.84	1.74	1.80
Commercial – Non-Entertainment	1.83	1.87	1.81	1.75	1.83
Residential	1.95	1.93	1.91	1.74	1.91
Alleys	1.85	1.85	1.85	1.85	1.85
Sidewalks	1.85	1.85	1.85	1.84	1.85
Commercial – Entertainment	1.87	1.85	1.82	1.88	1.86
Commercial – Non-Entertainment	1.87	1.85	1.81	1.79	1.86
Residential	1.85	1.85	1.85	1.83	1.85
Parks	1.85	1.83	1.83	1.84	1.83
Parking	1.85	1.83	1.83	1.83	1.83
Waterway	1.85	1.83	1.83	1.83	1.83
Beach Areas					
Miami Beach Responsibility Only	1.85	1.85	1.85	1.81	1.85
Miami-Dade County Responsibility	1.85	1.78	1.83	1.85	1.83

Public Area	Fiscal Year						% Change from prior FY score	% Change from base FY score
	FY Score	FY Score	FY Score	FY Score	FY Score	FY Score		
Overall City Score	1.85	1.80	1.80	1.85	1.85	1.85	-2.7%	-27.6%
Streets	1.85	1.74	1.85	1.85	1.85	1.85	-6.2%	-26.5%
Not including alleys	1.94	1.86	1.84	1.85	1.85	1.85	-6.2%	-26.3%
Commercial – Entertainment	1.85	1.80	1.85	1.85	1.85	1.85	-4.8%	-26.7%
Commercial – Non-Entertainment	1.83	1.83	1.83	1.83	1.83	1.83	-5.3%	-22.4%
Residential	1.95	1.85	1.85	1.85	1.85	1.85	-7.6%	-34.3%
Alleys	1.85	1.90	1.89	1.84	1.77	1.77	-3.8%	-31.9%
Sidewalks	1.85	1.75	1.83	1.85	1.85	1.85	-6.2%	-23.8%
Commercial – Entertainment	1.87	1.77	1.84	1.85	1.85	1.85	-4.2%	-32.8%
Commercial – Non-Entertainment	1.85	1.77	1.83	1.87	1.85	1.85	-6.5%	-27.1%
Residential	1.85	1.71	1.89	1.85	1.85	1.85	-7.7%	-38.7%
Parks	1.85	1.87	1.85	1.85	1.85	1.85	-4.1%	-27.3%
Parking	1.85	2.00	1.81	1.75	1.83	1.83	-8.8%	-36.2%
Waterway	1.85	1.85	1.70	1.96	1.72	1.72	-12.2%	-33.5%
Beach Areas								
Miami Beach Responsibility Only	1.85	1.80	1.85	1.85	1.85	1.85	2.0%	-34.3%
Miami-Dade County Responsibility	1.85	1.83	1.85	1.85	1.85	1.85	2.8%	-34.3%

Public Area	Fiscal Year						% Change from prior FY score	% Change from base FY score
	Q1	Q2	Q3	Q4	FY Score	FY Score		
Overall City Score	1.85	1.80	1.80	1.85	1.85	1.85	-6.2%	-27.6%
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Beach Areas								
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Miami-Dade County Responsibility	1.85	1.83	1.85	1.85	1.85	1.85	2.8%	-34.3%

Public Area	Fiscal Year						% Change from prior FY score	% Change from base FY score
	Q1	Q2	Q3	Q4	FY Score	FY Score		
Overall City Score	1.85	1.80	1.80	1.85	1.85	1.85	-4.9%	-27.3%
Streets	1.85	1.74	1.85	1.85	1.85	1.85	-5.9%	-23.2%
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Commercial – Non-Entertainment	1.83	1.83	1.83	1.83	1.83	1.83	-5.3%	-22.4%
Residential	1.95	1.85	1.85	1.85	1.85	1.85	-7.6%	-34.3%
Alleys	1.85	1.90	1.89	1.84	1.77	1.77	-3.8%	-31.9%
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Residential	1.85	1.71	1.89	1.85	1.85	1.85	-7.7%	-38.7%
Parks	1.85	1.87	1.85	1.85	1.85	1.85	-4.1%	-27.3%
Parking	1.85	2.00	1.81	1.75	1.83	1.83	-8.8%	-36.2%
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Beach Areas								
Miami Beach Responsibility Only	1.85	1.80	1.85	1.85	1.85	1.85	-0.6%	-30.2%
Miami-Dade County Responsibility	1.85	1.83	1.85	1.85	1.85	1.85	-11.3%	-27.5%

Percentage of Assessments scoring 2.0 or better (target = 80%)

Public Area	FY2020				
	Q1	Q2	Q3	Q4	FY Score
Citywide	80.5%	79.7%	80.7%	80.5%	80.3%
Streets	80.5%	79.2%	80.3%	84.8%	81.4%
Commercial - Entertainment	80.7%	81.1%	80.5%	80.0%	80.6%
Commercial - Non-Entertainment	76.7%	78.1%	82.4%	81.0%	82.3%
Residential	80.8%	84.6%	80.0%	86.1%	82.9%
Alleys	80.7%	80.0%	80.0%	80.0%	80.2%
Sidewalks	80.0%	80.0%	80.0%	79.3%	80.1%
Commercial - Entertainment	80.0%	79.9%	80.0%	80.0%	80.0%
Commercial - Non-Entertainment	83.0%	80.0%	79.8%	87.4%	83.1%
Residential	77.4%	78.1%	80.0%	82.2%	79.4%
Parks	80.0%	80.0%	80.0%	80.0%	80.0%
Parking	80.0%	80.0%	80.0%	80.0%	80.0%
Waterways	80.0%	80.0%	80.0%	80.0%	80.0%
Beach Areas					
Miami Beach Responsibility Only	84.1%	83.8%	80.0%	78.5%	81.6%
Miami-Dade County Responsibility	75.5%	78.4%	80.0%	77.2%	77.8%

Public Area	FY2019	FY2020
Citywide	85.5%	87.8%
Streets	85.5%	87.8%
Commercial - Entertainment	85.5%	87.8%
Commercial - Non-Entertainment	80.0%	80.5%
Residential	85.5%	87.8%
Alleys	74.0%	70.6%
Sidewalks	86.7%	86.7%
Commercial - Entertainment	86.1%	86.4%
Commercial - Non-Entertainment	85.8%	86.4%
Residential	86.6%	86.6%
Parks	80.0%	80.0%
Parking	78.0%	83.3%
Waterways	83.0%	83.0%
Beach Areas		
Miami Beach Responsibility Only	80.0%	80.0%
Miami-Dade County Responsibility	80.0%	80.0%

Public Area	FY2020					Difference from prior FY	Difference from base FY2019
	Q1	Q2	Q3	Q4	FY Score		
Citywide	80.5%	80.3%	80.7%	80.5%	80.5%	-0.3%	23.9%
Streets	80.5%	79.2%	80.3%	84.8%	81.4%	-2.6%	10.3%
Commercial - Entertainment	80.7%	81.1%	80.5%	80.0%	80.6%	-2.0%	27.1%
Commercial - Non-Entertainment	80.0%	80.0%	82.4%	81.0%	80.6%	-0.6%	0.0%
Residential	80.8%	84.6%	80.0%	86.1%	82.9%	0.6%	10.0%
Alleys	78.5%	83.0%	85.6%	78.0%	81.5%	-0.6%	-30.6%
Sidewalks	80.0%	80.0%	80.0%	79.3%	80.1%	-0.2%	26.2%
Commercial - Entertainment	80.0%	79.9%	80.0%	80.0%	80.0%	-0.0%	30.4%
Commercial - Non-Entertainment	83.0%	80.0%	79.8%	87.4%	83.1%	-3.4%	10.5%
Residential	77.4%	78.1%	80.0%	82.2%	79.4%	-0.4%	27.4%
Parks	80.0%	80.0%	80.0%	80.0%	80.0%	-0.0%	25.9%
Parking	80.0%	80.0%	80.0%	80.0%	80.0%	-0.0%	29.4%
Waterways	83.0%	83.0%	83.0%	83.0%	83.0%	-0.4%	25.5%
Beach Areas							
Miami Beach Responsibility Only	84.1%	83.8%	80.0%	78.5%	81.6%	-1.5%	20.2%
Miami-Dade County Responsibility	75.5%	78.4%	80.0%	77.2%	77.8%	0.6%	20.3%

Public Area	FY2019					Difference from prior FY	Difference from prior FY	Difference from base FY2019
	Q1	Q2	Q3	Q4	FY Score			
Citywide	87.5%					1.0%	-2.6%	30.6%
Streets	87.5%					1.0%	-1.0%	28.3%
Commercial - Entertainment	87.5%					-0.7%	-1.9%	20.6%
Commercial - Non-Entertainment	87.5%					2.1%	0.6%	13.8%
Residential	87.5%					1.5%	-1.7%	30.0%
Alleys	77.9%					-1.5%	-0.6%	40.2%
Sidewalks	87.5%					-0.1%	-2.5%	27.6%
Commercial - Entertainment	87.5%					2.9%	-0.9%	23.0%
Commercial - Non-Entertainment	87.0%					-1.8%	-3.3%	23.5%
Residential	85.4%					-1.3%	-3.3%	37.0%
Parks	80.0%					1.0%	-0.3%	43.0%
Parking	87.2%					8.7%	-0.6%	39.2%
Waterways	77.7%					3.4%	-5.3%	34.8%
Beach Areas								
Miami Beach Responsibility Only	88.7%					-2.2%	-6.2%	24.6%
Miami-Dade County Responsibility	80.0%					4.6%	6.3%	18.6%

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 29.0% from FY 2005/06 to FY2012/13.

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 and Appearance 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
John Rebar, Parks and Recreation Director
Saul Francis, Parking Director
Mariano Fernandez, Building Director
Hernan Cardeno, Code Compliance Director
Robert Santos-Alborna, Code Compliance Division Director
Al Zamora, Sanitation Division Director

JLM/MT/KGB/LDR

