

Our Journey to Excellence Continues

Addressing Community Priorities

Miami Beach's vision is to be

- Cleaner and Safer;
- Beautiful and Vibrant
- A Unique Urban and Historic Environment
- A Mature, Stable, Residential Community with Well-Improved Infrastructure
- A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business;

While maximizing value to our community for the tax dollars paid.

Dr. Leslie Rosenfeld

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 conducted in 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.

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

The community surveys provide resident input on quality of life, city services, and taxes; and to identify key drivers for improvement. Overall, the 2012 results were similar to the 2009 survey results. A substantial number of services received positive ratings, ranging from 70 percent to 90 percent of residents. As with the residential surveys, the overall snapshot of business ratings of the City was, overall, not significantly different from the 2009 ratings. A substantial number of services received positive ratings, ranging from 70 percent to 95 percent of businesses.

La Ciudad de Miami Beach ha alcanzado importantes logros al mantenerse centrada en sus prioridades estratégicas. A partir del uso de medidas de desempeño para evaluar la buena gestión de los recursos y la adecuada prestación de los servicios por parte del gobierno de la ciudad, se observa que muchas áreas han logrado mejoras significativas desde el trazado inicial de su plan.

De acuerdo con la más reciente encuesta de satisfacción de la comunidad de Miami Beach, realizada en 2012, la mayoría de los residentes encuestados (89%) opina que su calidad de vida en general en la Ciudad de Miami Beach es buena o excelente. Asimismo, un porcentaje más alto que nunca (89%) opina que Miami Beach es un "buen" o "excelente" lugar para vivir.

Las encuestas residenciales y empresariales de 2012, ejecutadas por Kerr and Downs Research, constituyen el cuarto conjunto de encuestas integrales estadísticamente válidas de satisfacción de la comunidad desde 2005. En 2012, fueron encuestados más de 1,800 residentes y más de 900 negocios.

Las encuestas a la comunidad permiten conocer la opinión de los residentes sobre la calidad de vida, los servicios municipales y los impuestos, así como identificar oportunidades clave para mejorar. De manera global, los resultados de 2012 fueron similares a los del estudio realizado en 2009. Un número sustancial de servicios recibieron calificaciones positivas del 70 al 90% de los residentes. Al igual que con las encuestas residenciales, la imagen global que arrojan las calificaciones empresariales no es muy diferente de la de 2009. Un número considerable de servicios recibieron calificaciones positivas, con cifras que oscilan entre el 70 y el 95% de los negocios.

89
percent

of residents rated their overall quality of life within Miami Beach as an excellent or good.

80
percent

of residents indicated a positive standard of living outlook compared to 53 percent in 2009.

3/4

of residents would definitely/probably recommend Miami Beach as an excellent or good place to live to others.

The 2013 operating millage rate of 5.9826 is 0.0746 mills lower than the prior year's operating millage rate. In addition, the City's overall combined millage rate is 2.3503 mills lower than it was in FY 1999/00.

Perks for Miami Beach residents include free and discounted programs, among other benefits.

CRIME AND ENFORCEMENT ACTIVITY												% Change since 2002
Crimes & Enforcement	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
Violent Crimes	997	1,070	1,159	1,085	1,000	1,014	940	865	825	847	899	-10%
Forced Sex Offenses	80	102	88	88	115	58	50	41	39	40	42	-48%
Property Crimes	9,313	9,438	9,164	8,121	7,582	7,805	8,215	8,439	8,743	9,585	9,028	-3%
Total Part 1 Crimes	10,390	10,610	10,411	9,294	8,697	8,877	9,205	9,345	9,607	10,472	9,969	-4%

The resident surveys in 2005, 2007, 2009, and 2012 confirmed that safety is one of the top quality of life factors for our residents and increasing the visibility of police in neighborhoods as one of the most important areas for the City to address to improve public safety.

Recent trends reflect a decrease in Part I crimes. In 2012, the City of Miami Beach experienced a decrease (4.8 percent) in total violent crimes and non-violent crimes combined when compared to 2011. There has been a four percent decline in total violent crimes and non-violent crimes since 2002, in spite of the 41 percent increase in daily population and special events since 2002.

Nationwide, violent crime declined by 6.4 percent and property crimes declined by 3.7 percent. Miami Beach's crime rate is slightly below the latest total nationwide violent crimes and non-violent crimes by 5.2 percent and 5.7 percent respectively, as reported by the FBI for the first six month of 2012.

As safety continues to be a top priority for our residents, efforts have been made to increase policing. Added were two ATV officers to the north area to enforce beach night closures; four police officers in the south and citywide to form an additional crime suppression team; six police officers in the south area for a walking beat along Washington Avenue; and one detention officer. In addition, there were positions added to the records unit, as well as additional overtime for homeless outreach by the Neighborhood Resource Officers. Furthermore, security coverage

on Lincoln Road between the hours of 1 am and 6 am allows for 24-hour coverage between security services and police officers.

added
12
police officers

Cleanliness of our city continues to be a priority service area for residents and businesses. In the 2012 survey, it was cited as the most important service to retain. Sanitation services that were implemented in recent years are maintained for commercial and entertainment areas, alleys, parking lots, beaches, and residential areas. Moreover, this year, additional funding is included for enhanced pressure cleaning on Lincoln Road, Washington Avenue, and Ocean Drive.

The City administration uses a quantitative index to assess the impact of these efforts and results have shown significant overall improvement. Between FY 2005/06 and FY 2011/12, 87.8 percent of public areas citywide were rated as clean or very clean as compared to 65.2 percent in FY 2005/06. The maintenance and appearance of our residential neighborhoods and business districts continues to be a priority, along with protecting the quality of life enjoyed by all members of our community. 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 Park and the ongoing reforestation program installing 4,250 trees to date.

Cleaner and Safer



Increase visibility of police

Maintain crime rates at or below national trends

Provides for enhanced levels of pressure cleaning in the city's entertainment areas

CLEANLINESS INDEX SCORE PER PUBLIC AREA

Fiscal Year	05/06	08/09	09/10	10/11	11/12	Percent Change from BASE FY	Percent Change from PRIOR FY	Percent Change from BEST FY
Overall City Score	2.10	1.75	1.80	1.60	1.59	-24.3%	-6%	-6%
STREETS								
Commercial Non-Entertainment	1.83	1.65	1.63	1.57	1.50	-18.0%	-4.5%	-4.6%
Residential	2.01	1.68	1.65	1.51	1.43	-28.9%	-5.3%	-5.5%
SIDEWALK								
Commercial Non-Entertainment	1.95	1.79	1.77	1.63	1.57	-19.5%	-3.7%	-3.8%
Residential	2.14	1.77	1.71	1.59	1.42	-33.6%	-10.7%	-11.9%
BEACHES								
City of Miami Beach	1.85	1.62	1.59	1.43	1.36	-26.5%	-4.9%	-5.1%
Miami-Dade County	1.93	1.61	1.63	1.48	1.42	-26.4%	-4.1%	-4.2%

Target = 1.5 or less

**BEAUTIFUL AND
VIBRANT;
A UNIQUE URBAN
AND HISTORIC
ENVIRONMENT;
A MATURE STABLE
RESIDENTIAL
COMMUNITY**

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 and 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

PROGRAM REGISTRATION AND PARTICIPATION

PROGRAM REGISTRATION AND PARTICIPATION												% Change since 2002	
Fiscal Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2002	
Registration	After School	2,558	3,371	2,650	2,410	2,367	2,645	2,810	2,680	3,182	3,463	3,241	27%
	Summer Camps	2,340	2,819	2,114	2,241	2,279	2,527	2,417	2,758	2,398	2,538	2,561	9%
	Athletics	1,051	1,018	940	1,020	1,253	1,442	2,087	2,080	1,573	1,810	1,743	66%
	Total	5,949	7,208	5,704	5,671	5,899	6,614	7,314	7,518	7,153	7,811	7,545	27%
Total Participation						4,884	5,476	5,764	5,067	5,540	5,419	11%	
Pool Attendance		28,000	65,437	66,000	79,135	119,800	161,176	145,337	141,524	160,456	157,227	138,005	393%
Senior Scene Club				52	120	117	158	182	243	263	303	483%	
Teen Participation				80	116	151	172	213	332	338	383	379%	



Additionally, support from the City has ensured all Miami Beach public schools are now International Baccalaureate (IB) authorized World Schools, accessible to every child at every school.

The availability of quality recreation programs continues to be one of the highest priorities for our community. Successful recreation programs for teens and seniors also continue to be a priority, along with weekly classes in visual or performing arts in after school program and summer camps. The Education Compact between the City of Miami Beach and Miami-Dade County Public Schools was established in January 2008 to enhance learning opportunities for our youth has many notable outcomes including the increased level of academic achievement throughout all public schools in Miami Beach in 2011-2012.

Additionally, support from the City has ensured all Miami Beach public schools are now International Baccalaureate (IB) authorized World Schools, accessible to every child at every school.

Further, much has been accomplished to address homelessness in the last several years. Miami Beach's homeless census count declined from 314 in November 2000 to 138 in January 2013.

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. 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 residents. Free and reduced access to our various pools has led to dramatic increases in usage year-round with a 98.7% 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

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. Approximately 26% of resident citywide and 48% of residents in South Beach and Bella Isle indicated that automobiles are not their primary means of transportation. Bikeways Master Plan provides for a total of 244-bike rack citywide. Through DecoBike, a self-service bicycle rental program, increases multi-modal mobility throughout the city, in addition to supporting sustainability goals. The CarShare program has seen an average monthly usage of 201 rentals from January 2012 through January 2013, with a peak rental of 247 during the month of January 2013 alone.

Parking availability remains a priority, the completion of the new City Hall Garage (650 spaces); Fifth and Alton Garage (500 spaces); the Pennsylvania Avenue Garage (560 spaces) and the Sunset Harbor Garage (430 spaces); added 2,140 parking spaces to the City's parking inventory. This equates to a 54 percent increase in the City's overall garage parking space inventory since 2009.

The City's 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 Youth Center roof replacement
- Neighborhood right-of-way and underground infrastructure upgrades
- Botanical Garden improvements
- Sunset Harbour/Purdy Avenue Garage
- Fire Station 2
- 225 Washington Avenue, Police SIU office relocation
- 69 Street and Indian Creek Drive traffic signalization
- Marseille Drive lighting enhancements
- Hazard Mitigation Grant - Wind Retrofit City Hall
- Flamingo Pool deck replacement
- Fleet Management - roof replacement
- Pine Tree Park shoreline restoration (includes kayak area)
- North Shore - multiple water main replacements along 69th Street from Harding Ave. to Indian Creek Drive, and along 71 Street at various cross streets
- North Shore - roadway improvement projects along Byron Avenue
- Scott Rakow Youth Center painting
- Indian Creek water main improvements

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

Percent of Hotel Occupancy National and State Comparison												% Change since 2002
Calendar Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2002
United States	59	59	61	63	65	63	60	55	58	60	60	2%
Florida	61	62	69	69	67	64	61	57	59	63	65	7%
Miami-Dade County	62	65	68	73	71	73	72	65	70	76	76	22%
Miami Beach	60	67	70	72	71	74	72	65	68	75	76	27%

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
- Diversity 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. The business

and tourism sectors are an integral part of the city as reflected in the City's vision statement. Tourism has demonstrated significant improvement over the last two years as shown in record increases in Resort Tax collection, Parking Department revenues, and building development activity. Expansion of the City's marketing campaign continues through several initiatives including marketing for Washington Avenue through the Greater Miami Convention and Visitors Bureau. The City has hired a consultant to assist in finding private sector participation in the Convention Center Expansion and Enhancement Project.

Average Daily Room Rate National and State Comparison												% Change since 2002
Calendar Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2002
United States	\$83.47	\$83.03	\$86.16	\$90.77	\$97.89	\$103.64	\$106.14	\$97.51	\$98.08	\$101.64	\$101.64	22%
Florida	\$89.28	\$89.21	\$92.16	\$99.80	\$109.98	\$117.35	\$117.00	\$105.37	\$104.06	\$108.25	\$113.14	27%
Miami-Dade County	\$101.19	\$105.24	\$113.25	\$126.27	\$140.19	\$158.15	\$160.00	\$140.73	\$144.13	\$152.95	\$163.59	62%
Miami Beach	\$124.68	\$153.77	\$171.70	\$194.75	\$163.76	\$182.37	\$201.30	\$166.72	\$198.09	\$101.64	\$227.19	82%



SoundScape Cinema Series

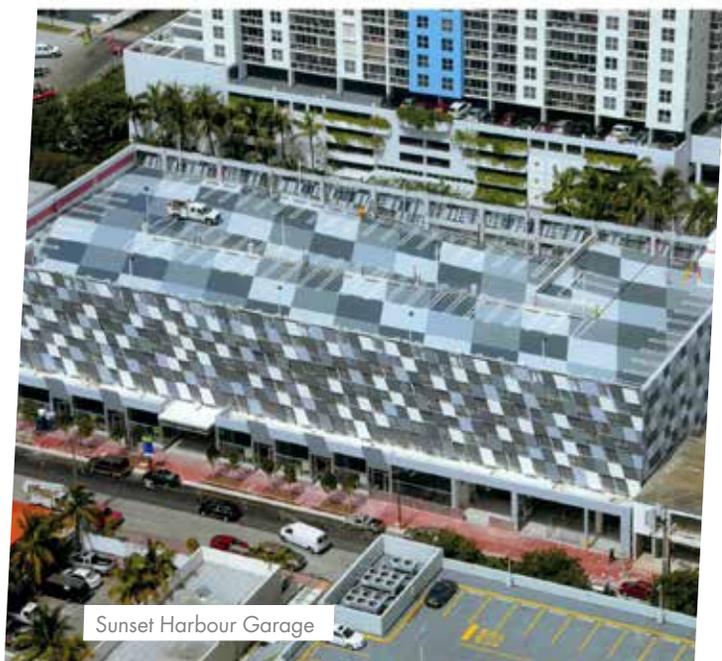
MAXIMIZING VALUE TO OUR COMMUNITY FOR THE TAX DOLLARS PAID

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 residents and businesses of the City as a place to live and as a place to run a business, and their perceptions whether government is meeting their needs. However, since 2005 when the City first began tracking resident and business perceptions regarding their value for tax dollars paid, there has been improvement. Benefits specifically for City of Miami Beach residents include:

- Free “Culture in the Parks” series;
- Access to free cultural arts programs for children in after school and summer camp;
- Scholarship specialty camps in the summer, day camp, and traveling athletic leagues;
- Free access to City pools on weekends and during non-programmed hours;
- Free general admission to Youth Centers on weekends;
- Free Learn-to-Swim programs for 3-4 year old residents;
- Free “family friendly” movies in the park;
- Reduced resident rates for recreation programs;
- Free admission to museums on Miami Beach;
- Free access to the majority of senior citizen programs and special populations programs;
- Free of charge play at the Par 3 golf course
- Free crime analysis of residents’ homes by the Police Department,
- Free child safety seat checks by the Fire Department.



Sunset Harbour Garage

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.

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

Web Usage

Fiscal Yr	Average per Month
2012	131,310
2011	99,740
2010	88,680
2009	72,696
2008	64,085
2007	33,724
2006	32,650
2005	23,376

ENVIRONMENTAL SUSTAINABILITY, COMMUNICATIONS, CUSTOMER SERVICE AND INTERNAL SUPPORT FUNCTIONS

Ensuring the long-term sustainability of Miami Beach's municipal government continue to be a priority. These include environmental sustainability, improved communications with residents, financial sustainability, transparency and internal controls.

Key Intended Outcomes

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

In addition to initiatives such as DecoBike and CarShare, several additional initiatives have been implemented to sustain the environment and address issues of concern to the community, including:

- Expanding recycling efforts in select public areas
- Citywide recycling ordinance to increase the city's commercial and multi-family recycling levels
- Intensive education and outreach campaign
- Pilot electric car charging stations
- Dune restoration
- Beach nourishment with the County
- South Pointe lights converted to LED with recent Right of Way Project

To promote transparency of city operations and strengthen internal controls, all expenditures and Commission committee referrals, and internal audit and performance improvement reports have been posted online. Additional internal controls include a review/audit of one area of the city's operations per year, restructuring of the internal affairs division in the Police Department, and the installation of an Automated Vehicle Locator (AVL) in many city vehicles.

Miami Beach's journey can be tracked through various enhanced communication tools like this magazine, MBTV (available on Atlantic Broadband 77 and AT&T U-verse 99, in addition to live streaming on www.miamibeachfl.gov), and through the internet and social media.

With new technology sources emerging, the availability of city services and processes that can be accessed and transacted via the internet and smartphones will be enhanced.

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

Survey says: 87% of residents and 91% of businesses reported being very satisfied or satisfied with the website

The City of Miami Beach will continue to deliver outstanding, enhanced services to its residents, businesses and visitors.

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 vibrant city's future.



I RECYCLE BECAUSE

It's the right thing to do. Single-family homes have been recycling for a long time. Now, it's time for the condominiums to step up to the plate and do the right thing. I want to set the example.

MANTELL PLAZA CONDOS RECYCLES. YOU SHOULD TOO.

Make your pledge to recycle; after all, it's easy and it's the law.

www.miamibeachfl.gov/recycle | 305.673.7080