

JOURNEY TO EXCELLENCE

TRAVESÍA A LA EXCELENCIA

By Dr. Leslie D. Rosenfeld

The City of Miami Beach is committed to providing excellent public services and safety to all who live, work and play in our vibrant, tropical, historic community.

Miami Beach's vision is to be: **• Clean and Safe**
• Beautiful and Vibrant
• A Unique Urban and Historic Environment

A Unique, Safe, Beautiful Community with High Quality, Efficient, and Improved Infrastructure
A World-Class, Financially Sound City
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By using performance measurements to gauge how well your city government is managing resources and delivering services, many areas of the city have seen improvements since the strategic plan was first charted in 2005.

One of such measurement tools is the community satisfaction survey. This past March, the city conducted its fifth set of comprehensive statistical and community satisfaction surveys, with approximately 1,800 residents and 300 business participants. The community surveys provide resident input on quality of life, city services, and issues and to identify key areas for improvement. Results will be made available by mid-summer.

Overall, all past survey results demonstrate favorable response from the community, rating Miami Beach as an "excellent" or "good" place to live, work, play or visit. Taking the last survey results from 2012, a substantial number of services received positive ratings from residents and businesses, ranging from 70 percent to 90 percent.

"It's an exciting time to live in Miami Beach. Since I took this position one year ago, I have demanded accountability across every department and have committed to consistently improving city services," said Miami Beach City Manager Jerry L. Morales.

Key intended outcomes (KIC) are established in multi-year priorities, which citywide initiatives that are more specific are updated annually. The KIC in this report were previously established. Last month, City Commission adopted new priorities, which will be reflected in future reports.

Through the annual budget process, resources are allocated in support of these strategic priorities and performance. The current budget includes funding for key programs and make adjustments.

As a result of the community satisfaction survey, several key areas were identified for improvement. Results will be made available by mid-summer.

• **Más limpia y segura**
• **Hermano y vibrante**
• **Una comunidad histórica única y moderna, con una infraestructura de gran calidad**

• **Una capital turística para la cultura y el entretenimiento y un centro instruccional que propicia la innovación y los negocios**

• **Una de las ciudades más seguras y saludables del mundo**

Mediante el uso de mediciones de desempeño para evaluar la calidad de los recursos y la prestación de servicios por parte del gobierno municipal, Miami Beach ha mejorado los niveles de satisfacción de la ciudad por parte de los residentes y los negocios desde que se implementaron por primera vez el plan estratégico en 2005.

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Los resultados de la última encuesta de 2012, un número considerable de servicios recibieron calificaciones positivas de los residentes y los negocios que reflejaron entre el 70 y el 90 por ciento.

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CLEANER & SAFER

Key Intended Outcomes
• Increase visibility of police
• Maintain crime rates at or below national trends
• Improve cleanliness of Miami Beach right of way especially in business areas
• Improve cleanliness of city beaches

The FBI estimated that there was a .08 percent decrease in total crimes in 2012, when compared to the prior calendar year (FY). Miami Beach's crime rate is slightly below the latest total nationwide, as reported by the FBI in 2012.

Recent trends reflect a decrease in Part I crimes and in 2011 Miami Beach experienced a decline (4.8 percent) in total violent crimes and non-violent crimes combined, when compared to 2011. Non-violent crimes (which include burglary, larceny and auto theft) decreased 5.8 percent and violent crimes increased 6.1 percent when compared to 2011. (N.B. significant areas, there has been a 10 percent decline in total violent crimes since 2002, in spite of the 40 percent increase in total population and special events since 2002. Nationwide,

cleanliness continues to be a priority service area for residents and business. In past surveys, 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 was included for the creation of a new "Green Team" in Code Compliance to provide a higher level of regulation of commercial grease trap in the city.

Crime and Enforcement Activity

Calendar Year	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	% Change over 2003
Violent Crimes	997	1,070	1,159	1,085	1,000	1,014	940	865	823	847	10%
Property Crimes	80	102	89	80	115	58	50	41	39	40	42%
Part I Crimes	913	938	954	871	782	783	821	849	843	855	3%
Total Part I Crimes	10,200	10,600	10,400	9,900	8,600	8,600	9,200	9,300	9,600	10,400	-4%

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Cleanliness Index Score per Public Area

Calendar Year	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	FY10 score	FY11 score	FY12 score
Overall City Score	2.10	1.78	1.75	1.75	1.80	1.60	1.59	1.49	30.0%	43%	43%
COMMERCIAL											
Commercial Non-Entertainment	1.83	1.51	1.60	1.51	1.63	1.57	1.50	1.62	32.4%	53%	56%
Commercial Entertainment	2.08	1.63	1.64	1.68	1.65	1.51	1.43	1.32	31.3%	27%	31%
RESIDENTIAL											
Residential Non-Entertainment	2.14	1.74	1.75	1.77	1.71	1.59	1.62	1.31	38.0%	27%	36%
Residential Entertainment	1.85	1.75	1.59	1.62	1.59	1.63	1.36	1.40	34.3%	29%	28%
City of Miami Beach	1.93	1.91	1.70	1.61	1.63	1.48	1.42	1.46	31.4%	28%	27%

Legend: 1.5 or less 1 extremely clean 2 clean 3 somewhat clean 4 somewhat dirty 5 dirty 6 extremely dirty

BEAUTIFUL & VIBRANT • A UNIQUE URBAN & HISTORIC ENVIRONMENT • A MATURE, STABLE RESIDENTIAL COMMUNITY

Key Intended Outcomes
• Increase compliance with code within reasonable time frame
• Increase safety and appearance of building structures and sites
• Maintain Miami Beach public areas to high standards of care
• Promote 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 bicycles
• Increase access to walkways or affordable housing
• Preserve and enhance our city's diversity

Program Registration & Participation

Month	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	% Change over 2013	
After School	3,371	2,650	2,480	2,267	2,645	2,810	2,680	3,182	3,463	3,241	3,016	11%	
Summer Camps	2,819	2,114	2,241	2,267	2,527	2,417	2,758	2,938	2,538	2,561	2,568	9%	
Adult	1,018	940	1,020	1,233	1,442	2,087	2,080	1,573	1,810	1,743	1,841	81%	
Total	7,208	5,704	5,671	5,899	6,614	7,314	7,518	7,633	7,811	7,545	7,425	31%	
Wild Participation						4,884	5,676	5,767	5,349	5,419	5,454	77%	
Wild Activities	45,487	46,000	47,115	119,800	142,116	143,333	141,524	140,456	157,727	158,285	174,852	30%	
Senior Services C.A.				52	110	156	182	243	263	303	491	84.6%	
Team Participation				80	116	151	172	213	332	338	383	333	316%

Enforcement of code has improved compliance with the average number of days from complaint to compliance at an average of 36, compared to 40 in FY12. In fact, the rate of voluntary compliance has increased to 47 percent, a 37 percent improvement from the prior fiscal year.

The maintenance and appearance of our residential neighborhoods and business districts continues to be a priority, with 91 percent of residents and 92 percent of businesses rating the appearance of the city as good or very good. In addition, preserving the historic building stock in the city has improved with 90 percent of buildings 40 years or older complying with certification, an overall increase from the past several years.

The availability of quality recreation programs continues to be one of the highest priorities for our community, including successful recreation programs for teens and seniors, and weekly classes in visual or performing arts in after school programs and summer camps. Recreational program ratings remain stable at 85 percent satisfied/very satisfied in 2012 and are a valuable service for our community.

Being a Miami Beach resident allows you to take advantage of recreational programs and classes at a reduced rate. For example, residents participating in sports/recreational camps pay approximately 65 percent less than non-residents. Furthermore, free access and reduced registration rates to the various pools has led to dramatic increases in usage year-round with a 98.7 percent increase overall since 2005.

For the 2013-14 academic year, the city's new initiative in partnership with neighboring municipalities, the Children's Trust, Miami Beach Chamber of Commerce and many others, has provided a shared full-time registered nurse and three full-time medical assistants at underserved schools in our feeder pattern schools. Utilization of this city-funded service has exceeded expectations with over 80 percent of students in all three schools having accessed the clinic.

Miami Beach Senior High is authorized to teach the International Baccalaureate (IB) Diploma Program of 2010. As an IB World School, approximately 82 percent of those eligible in 2012 and 89 percent of those eligible in 2013 and 2014 are in the ninth grade seeking the IB Diploma, a 418 percent increase since the program inception.

The participation of seniors in city recreational programs has also increased substantially. The number of participants in the Senior Soccer Club has increased by 62 percent in 2013, when compared to 2012. And, senior participation in city recreational programs has increased by 64 percent in the same time period.

Homeless Count

Calendar Year	Miami Beach	Nationwide
January 2011	229	365,631
January 2012	218	358,337
January 2013	173	348,073
January 2014	96	346,915
January 2015	141	338,680
January 2016	140	336,133
January 2017	177	336,133
January 2018	173	336,133
January 2019	138	336,133
January 2020	122	336,133

Additionally, much has been accomplished to address homelessness in the last several years. Miami Beach's homeless census count declined from 239 in January 2008 to 122 in January 2014.

WELL-IMPROVED INFRASTRUCTURE

Key Intended Outcomes
• Enhance mobility throughout the city
• Improve parking availability
• Enhance value and timely delivery of quality capital projects
• Promote well-maintained facilities
• Maintain city's infrastructure
• Improve access to transit services

Public transit 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 currently has 323 bicycle racks citywide. Through Decolike, a self-service bicycle rental program, there has been an increase in multi-modal mobility throughout the city with membership increasing by 21.6 percent and the number of trips increasing by 21.7 percent in FY13. The Decolike program has seen an average monthly usage of 200 rentals from January 2013 through December 2013, with a peak rental of 269 during the month of March 2013 alone.

Parking availability also remains a priority, with parking at City Hall Garage (900 spaces), Fifth and Allen Garage (1,081 spaces), Pennington Avenue Garage (790 spaces) and Sunset Harbour Garage (460 spaces).

The capital improvement program continues to be of significant importance. In the last fiscal year, completed projects include:

• Sunset Islands I & II Neighborhood Improvements
• City Center III - Historic District Area
• City Center West - Historic District Area
• Hammock Park Tennis Center
• Sunset Harbour Parking Garage
• Surface Lot 13C - "Green Lot" on 10 Street and Washington Avenue
• Pine Tree Park shoreline restoration (includes kayak area)

Completed capital improvement projects are well received by the community and there are more to come. The percentage of capital improvement projects in FY13 on schedule during the planning phase, design phase and construction phase has improved significantly. In fact, 100 percent of capital projects were on time within 120 days of the construction schedule.

One of the city's most important economic assets is Lincoln Road. As such, a liaison position has been added to improve the management of Lincoln Road infrastructure and serve as a single point of contact with tenants and business.

New liaison position improves the management of Lincoln Road infrastructure.

A CULTURAL, ENTERTAINMENT TOURISM CAPITAL • INTERNATIONAL CENTER FOR INNOVATION & BUSINESS

Key Intended Outcomes
• Maintain Miami Beach as a destination brand
• Increase convention center facility
• Diversify business base in Miami Beach
• Improve construction-related processes

Miami Beach's business and tourism sectors are an integral part of the city as reflected in our vision statement. There has been a demonstrated significant improvement over the last three years including record increases in tourist taxes, a 42 percent increase since 2010, and increases in parking development activity. Miami Beach Convention Center occupancy in FY13 rose 56 percent, an 8.2 percent decline from FY12 occupancy rates.

In response to improving building development processes, the average number of days for plans review was 15.5 days in FY13, an improvement from the prior year.

Percent of Hotel Occupancy | National and State Comparison

Calendar Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	% Change over 2013
Violent Crimes	99%	67%	63%	63%	63%	63%	63%	63%	63%	63%	63%	3%
Property Crimes	62%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	8%
Total Part I Crimes	63%	68%	73%	77%	78%	78%	63%	60%	77%	78%	78%	21%
Miami Beach	67%	70%	77%	77%	76%	77%	65%	68%	70%	78%	78%	16%

Average Daily Room Rate | National and State Comparison

Calendar Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	% Change over 2013
Violent Crimes	\$83.03	\$86.16	\$107.77	\$107.80	\$103.64	\$106.14	\$97.11	\$98.08	\$106.64	\$106.10	\$118.46	33%
Property Crimes	\$89.21	\$92.16	\$99.80	\$100.98	\$110.23	\$110.90	\$105.37	\$104.66	\$108.25	\$113.14	\$118.46	33%
Total Part I Crimes	\$100.24	\$110.25	\$128.57	\$130.79	\$140.19	\$140.83	\$130.85	\$140.73	\$151.13	\$153.19	\$161.46	68%
Miami Beach	\$113.77	\$131.70	\$136.75	\$143.83	\$149.37	\$150.30	\$166.79	\$168.03	\$173.15	\$173.15	\$173.15	57%

• 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. Since 2005, when the city first began tracking resident and business perceptions regarding their value for tax dollars paid, there has been an improvement. The adopted General Fund operating budget is only seven percent more than in FY07, in spite of 16 percent growth in Consumer Price Index (CPI), 127 percent growth in pension costs, and many new facilities and projects coming on line. The adopted property tax levy is approximately \$25 million less than in FY07.

Benefits specifically for City of Miami Beach residents include:

- Free "Arts in the Parks" series
- Access to free cultural arts programs (theater, dance, music and visual arts) for children involved in after school and summer camps
- Scholarship for recreational camps and leagues

- Free access to municipal pools on weekends and during non-programmed hours
- Free general admission to our youth centers on weekends and during non-programmed hours
- Free Learn-to-Swim programs for 3-to-4-year-old residents
- Reduced resident rates for recreation programs
- Free "family friendly" movies in the park
- Free admission to museums on Miami Beach, including the Bass and Wolfsonian museums every day and the Jewish Museum on Wednesdays, Fridays and Saturdays
- Free access to the majority of our senior citizen programs and special populations programs, including several free dances that take place throughout the year
- Free of charge play at the Par 3 golf course for all residents
- Free crime analysis of residents' homes by our Police Department

Despite the dramatic impact of seven years of reductions due to property tax reform exacerbated by a dramatic downturn in property values and increases in pension costs, the city's primary objective has been to preserve services and the many unique benefits provided to our residents.

• ENVIRONMENTAL SUSTAINABILITY • COMMUNICATIONS
• CUSTOMER SERVICE & INTERNAL SUPPORT FUNCTIONS •

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

Based on recommendations from the Sustainability Committee, a new recycling ordinance was passed. As a result of an extensive marketing and outreach campaign, there has been a 30 percent increase in the number of single-stream recycling contracts with multi-family residents and commercial establishments. The recycling campaign translated into 21 community events with 17,000 attendees in 2013.

Additionally, the city is pursuing grant funding for the development of a resiliency program to plan, develop, and promote policies related to long-term community resilience such as sustainable development and building, climate change impacts, environmental quality, green business growth and green infrastructure expansion. The city was selected in 2013 to participate in the REinvest Initiative program, which will help Miami Beach finance and build resilient and integrated urban stormwater infrastructure systems.

The electric car charging station located in the 13 Street garage has seen a 31.7 percent increase in energy consumption since installation in August 2012.

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

- Growing interest in bi-annual free household hazardous waste and paper shredding services
- Opening of the Pine Tree Park kayak launch improving non-motorized watercraft access to Indian Creek
- Collaboration with South Florida Climate Change Compact to proactively prepare for sea level rise and other climate change issues
- Expanding recycling efforts in select public areas
- Citywide recycling ordinance to increase the city's commercial and multi-family recycling levels
- Intensive recycling education and outreach campaign
- Pilot electric car charging stations
- Dune restoration and enhancement
- Beach nourishment with the county
- South Pointe lights converted to LED with recent right of way project

A new city website design launched to improve navigation. The city has 86 processes and transactions available via the internet and four mobile applications to enhance city services, a 41 percent increase since 2007. As new technology sources emerge, the availability of city services and processes will continue to improve.

Despite the challenges in the economy, the city has maintained its reserves and the current bond rating from Moody's at Aa2 and Standard & Poor's (S&P) at AA- remains strong.

To promote transparency of city operations and strengthen internal controls, all expenditures and Commission committee referrals, and internal audit and performance improvement reports are 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.

As the journey to excellence continues, the City Commission and administration remains focused on its strategic priorities, and is committed to delivering outstanding, enhanced services to our residents, businesses and visitors.

Website Visits
miamibeachfl.gov

fiscal Year	Average per Month
2005	23,376
2006	32,650
2007	33,724
2008	64,085
2009	72,696
2010	88,680
2011	99,740
2012	131,310
2013	208,502