

# MIAMIBEACH

OFFICE OF THE CITY MANAGER

LTC # **332-2016**

## LETTER TO COMMISSION

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: August 10, 2016

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2015/16 Quarter 3

The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY 2015/16 Quarter 3 (April 1, 2016 to June 30, 2016).

### **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, 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. Quarterly sample sizes are set to ensure no greater than a  $\pm 5.0$  percentage point sampling error given the 95% confidence level for each of the public areas assessed.

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 from FY 2007/08 to date. As important, the City also has a goal to ensure that 90 percent of assessments score 2.0 or better, with awareness to seasonal fluctuations. The scores are compared to the same quarter in prior years to account for seasonal variations.

The program received the 2007 Sterling Quality Team Showcase Award. All improvement action plans implemented are validated against the index. Cleanliness results at the end of each quarter tell the stakeholders if the action plans have worked or if they need to be adjusted. Tangible benefits obtained as a result of the program include the city's achievement of one of its strategic objectives to be cleaner.

### **Summary of the Cleanliness Assessment Results FY 2015/16 Quarter 3**

Overall, the citywide cleanliness index deteriorated during FY 2015/16 Quarter 3 when compared to the same quarter in FY 2014/15 by 3.4% to 1.80. Despite the recent deterioration, the City's cleanliness has steadily progressed as evidenced by the index, anecdotal information, and results of our most recent resident survey. Additionally, 80.9% of all public area assessments scored 2.0 or better (target=90%) in FY 2015/16 Quarter 3. Cleanliness continues to remain a top priority for the City.

### Positive and Stable Areas in FY 2015/16 Quarter 3

- **Sidewalks**– Sidewalks deteriorated 6.9% to 1.70 compared to the same quarter in the prior FY with overall percent meeting target increasing by 1.9% to 87.0% compared to the same quarter in the prior FY. Going forward, parks maintenance will have greater involvement with reforestation efforts in order to assist in the identification and selection of landscaping to minimize organic material issues. Additionally, environmental department will work with communications on public outreach efforts to prepare our community for seasonal fluctuations and foliage impacts to waterways and storm water systems. Litter issues identified along the exterior of the public garages will be addressed by sanitation going forward as well.
- **Parks**- Parks remained stable at 1.48 compared to the prior quarter with an 8.8% deterioration from the same quarter in the prior FY. Organic material due to seasonal fluctuations appears to be the primary driver of the deterioration.
- **Waterways** - Scores improved 15.6% compared to the same quarter in the prior FY. The City's waterway contractor provides service three days per week (Monday, Wednesday, and Friday) since November 2014. The contractor alternates between a north route and a south route during which staff focuses on removing debris from hotspots and any other accumulations of debris identified on their way to and from these hotspots. Overall, 74.6% of waterways are scoring 2.0 or better, and improvement when compared to the same quarter during the prior FY.

### Areas of Focus in FY 2015/16 Quarter 3

- **Streets**– Streets overall deteriorated by 23.3% to 1.96 when compared to the same quarter in FY 2014/15. Overall, 84.7% of streets are scoring 2.0 or better, and deteriorated slightly when compared to the prior FY quarter. Overflowing garbage cans are contributing to this issue, specifically those in select multifamily areas. With the increase of approximately 300 garbage cans citywide since 2015, shifting of resources is underway to address this issue.
- **Alleys**– Alleys deteriorated by 23.4% to 1.95 from the same quarter the prior FY. This is the poorest score since program inception for alleys, with only 66.9% meeting the target of 2.0. Currently, alleys are cleaned between 5:00 am and 7:00 am in southern part of the city. Code enforcement will continue to identify issues and enforce as needed.
- **Parking Lots** - Scores at 2.00 deteriorated by 14.9% from the same quarter in FY 2014/15. The percent of assessments meeting the 2.0 standard remained stable at 75.9% when compared to the same quarter in the prior FY. Parking staff are taking a more proactive approach of reporting deficiencies to property management and sanitation. Additionally, as the existing landscape material on these sites reaches the end of their life-cycles, Greenspace Management is installing a cleaner, more simplified pallet of plants that are not only better suited to the area, but require less maintenance overall.
- **Beaches** – The percent of beaches covered by Miami Beach meeting the 2.0 target remained stable with 83.3% when compared to the same quarter the prior FY. Areas covered by Miami-Dade County remained stable at 85.8% meeting target. Sanitation will review service in the North Beach areas.

Clearliness Index Score Per Public Area (target = 1.0)

Public Area	FY0606				
	Q1	Q2	Q3	Q4	FY Score
<b>Overall City Score</b>	2.00	1.94	2.04	2.03	2.10
<b>Streets</b>	2.07	1.98	2.22	1.84	2.03
Not including alleys	1.99	1.85	2.15	1.74	1.94
Commercial - Entertainment	1.84	1.78	2.44	1.74	1.95
Commercial - Non-Entertainment	1.89	1.87	1.81	1.75	1.83
Residential	2.25	1.93	2.11	1.74	2.01
Alleys	2.48	2.69	2.75	2.49	2.60
<b>Sidewalks</b>	2.02	2.05	2.33	1.84	2.06
Commercial - Entertainment	1.87	1.95	2.50	1.86	2.04
Commercial - Non-Entertainment	1.97	2.15	1.91	1.79	1.95
Residential	2.28	2.11	2.35	1.83	2.14
<b>Parks</b>	2.08	1.53	1.93	2.04	1.90
<b>Parking</b>	2.25	2.25	2.30	2.01	2.21
<b>Waterway</b>	2.77	2.12	2.93	2.53	2.59
<b>Beach Areas</b>					
Miami Beach Responsibility Only	2.02	1.68	1.80	1.91	1.85
Miami-Dade County Responsibility	1.95	1.78	2.04	1.95	1.93

Public Area	FY0606	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	% change from prior FY score	% change from base FY score
	FY Score							
<b>Overall City Score</b>	2.10	1.59	1.48	1.57	1.75			
<b>Streets</b>	2.03	1.55	1.47	1.55	1.54			
Not including alleys	1.94	1.45	1.36	1.43	1.39			
Commercial - Entertainment	1.95	1.44	1.37	1.42	1.33			
Commercial - Non-Entertainment	1.83	1.50	1.42	1.47	1.44			
Residential	2.01	1.43	1.32	1.41	1.47			
Alleys	2.60	1.84	1.77	1.88	1.92			
<b>Sidewalks</b>	2.06	1.45	1.36	1.47	1.97			
Commercial - Entertainment	2.04	1.43	1.37	1.41	1.54			
Commercial - Non-Entertainment	1.95	1.57	1.42	1.58	1.63			
Residential	2.14	1.42	1.31	1.46	2.02			
<b>Parks</b>	1.90	1.44	1.38	1.48	1.37			
<b>Parking</b>	2.21	1.75	1.63	1.63	1.76			
<b>Waterway</b>	2.59	1.96	1.72	1.87	2.21			
<b>Beach Areas</b>								
Miami Beach Responsibility Only	1.85	1.36	1.40	1.45	1.64			
Miami-Dade County Responsibility	1.93	1.42	1.48	1.41	1.55			

Public Area	FY14/15					% change from prior FY score	% change from base FY score
	Q1	Q2	Q3	Q4	FY Score		
<b>Overall City Score</b>	1.60	1.45	1.74	2.19	1.75	11.4%	-16.6%
<b>Streets</b>	1.48	1.43	1.58	1.66	1.54	-0.6%	-24.1%
Not including alleys	1.36	1.35	1.46	1.40	1.39	-2.8%	-28.3%
Commercial - Entertainment	1.28	1.25	1.41	1.34	1.33	-6.3%	-31.7%
Commercial - Non-Entertainment	1.46	1.42	1.45	1.41	1.44	-2.0%	-21.3%
Residential	1.36	1.38	1.59	1.53	1.47	4.2%	-26.8%
Alleys	2.01	1.62	1.85	2.18	1.92	2.1%	-25.1%
<b>Sidewalks</b>	1.51	1.37	1.59	3.39	1.97	34.0%	-4.3%
Commercial - Entertainment	1.45	1.31	1.61	1.78	1.54	9.2%	-24.5%
Commercial - Non-Entertainment	1.55	1.50	1.66	1.78	1.63	3.1%	-16.4%
Residential	1.44	1.23	1.59	3.76	2.02	38.3%	-5.6%
<b>Parks</b>	1.32	1.29	1.36	1.51	1.37	-6.1%	-27.8%
<b>Parking</b>	1.75	1.43	1.74	2.06	1.76	7.9%	-20.3%
<b>Waterway</b>	2.04	1.79	2.37	2.66	2.21	18.1%	-14.6%
<b>Beach Areas</b>							
Miami Beach Responsibility Only	1.49	1.41	1.81	1.86	1.64	13.1%	-11.3%
Miami-Dade County Responsibility	1.45	1.25	1.61	1.88	1.55	9.9%	-19.6%

Public Area	FY15/16				FY Score	% change from prior Qtr	% change in prior FY Qtr	% change from same quarter in base year
	Q1	Q2	Q3	Q4				
<b>Overall City Score</b>	1.55	1.44	1.80			25.0%	3.4%	-15.6%
<b>Streets</b>	1.60	1.45	1.95			30.9%	23.4%	-12.2%
Not including alleys	1.41	1.35	1.77			30.1%	21.2%	-18.1%
Commercial - Entertainment	1.35	1.34	1.81			35.1%	28.4%	-25.8%
Commercial - Non-Entertainment	1.45	1.35	1.81			30.2%	24.8%	0.0%
Residential	1.36	1.32	1.59			20.5%	0.0%	-24.6%
Alleys	1.86	1.69	2.27			34.3%	22.7%	-17.5%
<b>Sidewalks</b>	1.45	1.38	1.70			23.2%	5.9%	-27.0%
Commercial - Entertainment	1.41	1.35	1.78			28.1%	10.6%	-28.8%
Commercial - Non-Entertainment	1.57	1.41	1.71			21.3%	3.0%	-10.5%
Residential	1.34	1.32	1.55			17.4%	-2.5%	-34.0%
<b>Parks</b>	1.41	1.30	1.48			23.3%	8.8%	-23.3%
<b>Parking</b>	1.63	1.55	2.00			28.2%	14.9%	-13.0%
<b>Waterway</b>	1.86	1.75	2.00			14.3%	-15.6%	-31.7%
<b>Beach Areas</b>								
Miami Beach Responsibility Only	1.34	1.27	1.66			30.7%	-6.3%	-7.8%
Miami-Dade County Responsibility	1.32	1.31	1.77			35.1%	9.9%	-13.2%

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

Public Area	FY08-09				FY Score
	Q1	Q2	Q3	Q4	
<b>Citwide</b>	57.5%	71.1%	56.7%	75.5%	68.2%
<b>Streets</b>	55.7%	75.2%	63.3%	84.8%	73.4%
Commercial – Entertainment	66.1%	81.1%	47.5%	74.6%	67.3%
Commercial – Non-Entertainment	75.7%	72.2%	82.4%	97.3%	82.3%
Residential	56.3%	84.6%	66.2%	86.1%	73.3%
Aleys	37.7%	36.8%	37.0%	56.2%	41.9%
<b>Sidewalks</b>	62.6%	68.7%	56.4%	75.3%	66.7%
Commercial – Entertainment	69.2%	71.8%	41.7%	71.7%	63.6%
Commercial – Non-Entertainment	63.5%	56.4%	79.6%	87.4%	71.5%
Residential	52.4%	78.1%	52.1%	82.2%	66.2%
<b>Parks</b>	46.3%	88.0%	68.2%	83.8%	66.3%
<b>Parking</b>	48.0%	59.5%	49.2%	69.0%	56.4%
<b>Waterway</b>	42.9%	83.7%	34.5%	56.6%	54.5%
<b>Beach Areas</b>					
Miami Beach Responsibility Only	64.1%	83.8%	66.0%	78.5%	73.1%
Miami-Dade County Responsibility	75.3%	78.4%	53.9%	77.2%	71.2%

Public Area	FY12/13	FY13/14
	FY Score	FY Score
<b>Citwide</b>	89.1%	87.2%
<b>Streets</b>	82.7%	91.4%
Commercial – Entertainment	84.4%	92.1%
Commercial – Non-Entertainment	91.3%	91.3%
Residential	82.6%	90.6%
Aleys	81.5%	77.8%
<b>Sidewalks</b>	80.3%	80.2%
Commercial – Entertainment	84.0%	92.5%
Commercial – Non-Entertainment	91.3%	88.1%
Residential	93.6%	90.1%
<b>Parks</b>	82.6%	90.3%
<b>Parking</b>	85.8%	86.1%
<b>Waterway</b>	80.0%	75.4%
<b>Beach Areas</b>		
Miami Beach Responsibility Only	93.4%	92.5%
Miami-Dade County Responsibility	91.5%	93.2%

Public Area	FY 16-18				FY Score	Difference from prior Qtr	Difference from base FY score
	Q1	Q2	Q3	Q4			
<b>Citwide</b>	88.0%	91.3%	87.5%	73.9%	84.6%	-13.6%	18.4%
<b>Streets</b>	88.6%	93.3%	93.3%	90.0%	92.3%	-2.8%	18.2%
Commercial – Entertainment	95.0%	95.0%	94.3%	93.8%	94.7%	-1.1%	27.4%
Commercial – Non-Entertainment	91.3%	93.0%	92.7%	90.3%	92.3%	-1.8%	8.7%
Residential	94.4%	93.6%	91.2%	85.4%	91.2%	-5.8%	17.7%
Aleys	69.0%	83.6%	81.0%	64.4%	74.4%	-10.6%	32.6%
<b>Sidewalks</b>	89.1%	93.3%	85.1%	81.5%	82.3%	-23.6%	16.8%
Commercial – Entertainment	90.3%	93.3%	86.8%	78.6%	87.4%	-8.2%	28.8%
Commercial – Non-Entertainment	87.3%	90.6%	83.1%	77.8%	84.7%	-5.3%	12.6%
Residential	89.6%	95.0%	85.4%	28.0%	74.8%	-67.4%	8.8%
<b>Parks</b>	94.3%	94.0%	99.7%	88.5%	93.4%	-8.2%	28.8%
<b>Parking</b>	83.9%	91.3%	81.7%	65.0%	80.4%	-16.7%	24.0%
<b>Waterway</b>	71.8%	77.0%	62.0%	45.4%	54.5%	-16.6%	10.0%
<b>Beach Areas</b>							
Miami Beach Responsibility Only	89.4%	90.2%	82.4%	75.8%	84.5%	-8.6%	11.4%
Miami-Dade County Responsibility	88.7%	94.3%	85.4%	74.6%	85.9%	-10.6%	14.7%

Public Area	FY 18-19				FY Score	Difference from prior Qtr	Difference from prior FY Qtr	Difference from base FY Qtr
	Q1	Q2	Q3	Q4				
<b>Citwide</b>	88.5%	91.3%	80.9%			-10.4%	-8.6%	24.2%
<b>Streets</b>	92.7%	94.3%	84.7%			-10.2%	-8.2%	20.8%
Commercial – Entertainment	94.3%	94.3%	84.0%			-10.0%	-10.0%	38.6%
Commercial – Non-Entertainment	91.2%	95.0%	81.7%			-13.9%	-11.0%	-0.7%
Residential	93.6%	94.3%	89.3%			-6.6%	-2.9%	22.1%
Aleys	79.5%	82.3%	66.9%			-10.0%	-14.1%	28.8%
<b>Sidewalks</b>	91.6%	93.1%	87.0%			-8.1%	1.8%	30.8%
Commercial – Entertainment	94.8%	93.3%	85.5%			-8.0%	-1.3%	43.9%
Commercial – Non-Entertainment	88.8%	93.0%	87.0%			-8.0%	3.9%	7.2%
Residential	91.3%	92.9%	88.4%			-4.6%	3.6%	36.9%
<b>Parks</b>	93.3%	97.3%	93.1%			-7.2%	-6.6%	21.9%
<b>Parking</b>	86.5%	88.1%	75.9%			-12.2%	-6.9%	28.7%
<b>Waterway</b>	80.5%	88.3%	74.6%			-13.7%	12.6%	40.1%
<b>Beach Areas</b>								
Miami Beach Responsibility Only	93.1%	93.3%	83.3%			-10.6%	0.9%	17.3%
Miami-Dade County Responsibility	93.0%	92.6%	85.8%			-7.8%	0.4%	31.8%

### Cleanliness Key Intended Outcome

Cleanliness was identified in our community surveys as a key driver affecting overall quality of life. In addition, in the 2014 survey, residents and businesses rated cleanliness as one of the services 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 16.6% from FY 2005/06 to FY 2014/15.

### **Next Quarter Assessments**

City part-time staff is conducting cleanliness assessments every quarter. Additionally, residents are always welcome to participate. 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: Eric Carpenter, Assistant City Manager and Public Works Director
- Mark Taxis, Assistant City Manager
- Kathie G. Brooks, Assistant City Manager
- John Rebar, Parks and Recreation Director
- Saul Francis, Parking Director
- Mariano Fernandez, Building Director
- Hernan Cardeno, Code Compliance Director
- Elizabeth Wheaton, Environmental Director
- Robert Santos-Alborna, Code Compliance Division Director
- Al Zamora, Sanitation Division Director
- Dr. Leslie Rosenfeld, Chief Learning Development Officer

EC/KGB/LDR

A handwritten signature in black ink, appearing to be 'LDR', is written over the typed name 'LDR' in the distribution list.