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OFFICE OF THE CITY MANAGER

NO. LTC# **170-2020**

LETTER TO COMMISSION

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: April 21, 2020

SUBJECT: **SIDEWALK CAFÉ INDEX PILOT PHASE I UPDATE**

The purpose of this Letter to Commission (LTC) is to communicate the results of the newly implemented Sidewalk Café Index Pilot Phase I from FY 2019/20 Quarter 2 (January 1, 2020 to March 16, 2020 aka secret shopper program).

Key Metrics Café Index Pilot Phase I

% Sidewalk Well Maintained: 90.4% (% no litter 65.5%)
% Menu Well Presented: 85.5% (% specials listed in menu 67.2%)
% No Hawking Observed: 44.8%

Background

The Sidewalk Café Index is an objective measurement of established cleanliness/appearance and customer service criteria. The results of the assessments will be used to monitor the impacts of recently implemented ordinances and regulations to target areas for future improvements and assure the quality of services. Phase one of the pilot program includes sidewalk cafes located on Ocean Drive, Washington Avenue, and Espanola Way.

At its May 1, 2019 meeting, the Safety, Security and Infrastructures subcommittee of the Mayor's Panel on Ocean Drive recommended the development of a secret shopper program as an investigative tool. Following City Commission referral on June 5, 2019, at its June 28 meeting, the Finance and Citywide Projects Committee (FCWPC) recommended securing \$25,000 in funding in the FY 19/20 budget to implement a pilot program in the MXE district. Upon hearing positive feedback regarding the City's attempts to rein in deceitful business practices by certain sidewalk cafes, on July 31, 2019, the FCWPC approved funding an additional \$21,000 to extend the program to Espanola Way and Lincoln Road (attachment A).

Initially, the administration considered employing a secret shopper program that would be entirely outsourced to a professionally accredited company to perform the investigatory function. However, the cost of engaging a private firm is significantly higher than the City hiring qualified individuals to monitor and report, similar to the City's successful performance assessment programs for trolleys, garage security and attendants, and valet operators.

Comparable to the City's other performance assessment programs, the sidewalk cafes pilot index was developed to evaluate criteria under two categories: Cleanliness/Appearance and Customer Service (attachment B).

Prior to index implementation, City staff met with community representatives from the commercial districts, including Ceci Velasco of the Ocean Drive Association, Troy Wright of the Washington Avenue BID, Timothy Schmand of the Lincoln Road BID, and Josh Robbins of the Espanola Way Association. The proposed index was presented in detail to the hospitality leaders, who provided helpful feedback and were enthusiastically supportive of the City's new index.

Summary of Sidewalk Café Index Pilot Phase I

Overall, the Sidewalk Café Index pilot program phase I resulted in the assessment of 29 of 34 eligible and open cafes on Ocean Drive, Washington Avenue, and Espanola Way. The assessments were conducted between January 1, 2020 through March 16, 2020 as the pilot program was suspended early due to COVID-19 related closures.

Positive Criteria in FY 2019/20 Pilot Phase I

- **Appearance and Cleanliness:** Overall, 90.8 percent of appearance and cleanliness café assessment criteria rated well with subareas results as follows:
 - 90.4% Sidewalk well maintained with percent above 90% for all criteria except litter with percent with no litter at 65.5%.
 - 89.6% Sidewalk furniture well maintained with percent above 90% for two criteria and the remaining criteria scoring 82.7% furniture safe- high quality, design, and materials, 82.7% table clean, attractive, and orderly, and 86.2% umbrella clean, attractive, and orderly. Observations made included instances of furniture damage, stains, and signs of deterioration.
 - 92.4% Sidewalk usable with percent above 90% for three criteria and the remaining criteria scoring 89.7% no physical or visual barriers and 79.3% no advertising/special signage. Observations made included the use of planters on the sidewalk.
- **Customer Service:** Overall, 91.4 percent of customer service café assessment criteria rated well with subareas as follows:
 - 85.5% Menu well presented with percent above 90% for two criteria and the remaining criteria scoring 79.3% with prices listed, 67.2% specials listed in menu, and 81% gratuity/service charge in 14 point font. Observations made included items requested but not listed on the menu and items offered with no price on menu and not complimentary (Ex. Soda refills and bread). Additionally, specials were often provided verbally with no listing or pricing on the menu.
 - 97.2% Check/Bill well presented with all criteria scoring above 90%

Areas of Focus in FY 2019/20 Pilot Phase I

- **Hawking:** Overall, 44.8 percent of assessments conducted did not experience or observe any hawking during the assessment. However, hawking during assessments were observed as follows:
 - 24.1% one instance of hawking
 - 3.5% two instances of hawking
 - 6.9% three instances of hawking
 - 6.9% four instances of hawking
 - 13.8% five instances of hawkingForms of hawking also varied with the most frequent experiences and/or observations for hawking to be verbal (30 instances) and use of menu (14 instances).
- **Change inaccurate – Payment** was made at each transaction using cash. On nine (9) separate occasions, change provided following payment was inaccurate and rounded in the café's favor. In two (2) instances the café did not correct the error, indicating they did not have coins.

Overall Report - Sidewalk Café Phase I Pilot

Appearance and Cleanliness	90.8%
Sidewalk Well Maintained	90.4%
No Sidewalk Stains	93.1%
No Graffiti/Advertisements	96.6%
No Litter	65.5%
No Standing Water/Organic Material	96.6%
No Odor	100.0%
Sidewalk Furniture Well Maintained	89.6%
Table Clean Attractive and Orderly	86.2%
Chairs Clean Attractive and Orderly	93.1%
Umbrella Clean Attractive and Orderly	86.2%
Furniture Safe - high quality, design, and materials	82.7%
Signage well-maintained and usable	100.0%
Sidewalk Usable	92.4%
No Physical or Visual Barriers	89.7%
No Stacking of Chairs	96.6%
No Specials Boards	96.6%
No Advertising/Special Signage	79.3%
No Food Display	100.0%
Customer Service	91.4%
Menu Well Presented	85.5%
Menu Provided with Prices Listed	79.3%
Specials Listed in Menu	67.2%
Sharing Fees in 14 pt font	100.0%
Gratuity/service charge in 14 pt font	81.0%
Corkage Fee Disclosed	100.0%
Check/Bill Well Presented	97.2%
Electronic or Paper Bill Provided	100.0%
Itemized gratuity/tip	100.0%
Itemized service charge/corkage fee/sharing fee	100.0%
Itemized resort tax and sales tax	93.1%
Gratuity calculated pre tax	93.1%
Hawking Observation Instances	
No instances of hawking observed	44.8%
One instance of hawking observed	24.1%
Two instances of hawking observed	3.5%
Three instances of hawking observed	6.9%
Four instances of hawking observed	6.9%
Five instances of hawking observed	13.8%
Forms of Hawking Experienced or Observed	
Aggressive hawking - Verbal	30
Aggressive hawking - Use of menu	14
Aggressive hawking - Use of card/coupon	0
Aggressive hawking - following customers	4
Aggressive hawking - blocking pedestrian path	0
Aggressive hawking - host/hostess on two sides of path	2

Due to the impact of COVID-19, all city performance indexes and programs were suspended effective April 1, 2020 through September 31, 2020. The program will be considered for reinstatement during the FY21 budget process. If you or any member of your staff is interested in participating as an Excellence Program assessor, please contact Dr. Leslie Rosenfeld with Organization Development Performance Initiatives at extension 26923.

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

Attachment A – Sidewalk Cafes

Attachment B – Sidewalk Café Index

c: Mark Taxis, Assistant City Manager
Eric Carpenter, Assistant City Manager
Dr. Leslie Rosenfeld, Chief Learning and Development Officer
Amy Mehu, Economic Development Assistant Director



MT/EC/LDR

ATTACHMENT A SIDEWALK CAFES

Restaurant Name	Address Number	Street	SF
Senor Frog's	1450	Collins Ave	283
Betsy Ross Hotel	1440	Ocean Drive	418
Purple Penguin Café	1418	Ocean Drive	271
LA CERVECERIA DEL BARRIO	1412	Ocean Drive	331
Havana 1957 Ocean	1410	Ocean Drive	572
Il Bolognese	1400	Ocean Drive	342
Finnegans Way	1344	Ocean Drive	495
BICE CUCINA (Cardozo Bar & Grill)	1300	Ocean Drive	599
Carlyle Café	1250	Ocean Drive	539
Il Giardino	1236	Ocean Drive	504
Sugar Factory	1144	Ocean Drive	679
WILD 'N OUT (Down & Dirty Tacos)	1144	Ocean Drive	291
Palace	1052E	Ocean Drive	235
Margarita Beach Club (La Baguettte)	1052B	Ocean Drive	450
SOCIAL (Kitchen)	1024	Ocean Drive	370
2K Clevelander	1020	Ocean Drive	684
Ocean Ten	960	Ocean Drive	753
Havana 1957 (Paparazzi)	940	Ocean Drive	663
Voodoo	928	Ocean Drive	294
Mango's Tropical Café	900	Ocean Drive	860
Café Milano	850	Ocean Drive	312

Restaurant Name	Address Number	Street	SF
Pelican Hotel	826	Ocean Drive	340
Larios on the Beach	820	Ocean Drive	333
News Café	800	Ocean Drive	537
Wet Willies	760	Ocean Drive	221
Starlite Hotel	750	Ocean Drive	336
Boulevard Restaurant	740	Ocean Drive	342
A Fish Called Avalon	700	Ocean Drive	563
Ocean 7 Café	660	Ocean Drive	293
Jalapeno Mexican Grill	530	Ocean Drive	731
COLOSSEUM CAFÉ	510	Ocean Drive	228
TGI Friday's	500	Ocean Drive	621
The Place	720	Ocean Drive	518
The Fritz	524	Ocean Drive	440
Five Guys Burgers & Fries	1500	Washington Ave	296
Havana 1957	1446	Washington Ave	486
Andrix Cafe	1443	Washington Ave	188
Pizza Rustica	863	Washington Ave	355
A La Folie	516	Espanola Way	175
Ceviche 105	1245	Lincoln Rd	287
Huahua's LLC	1211	Lincoln Rd	281
Doraku Lincoln Road	1104	Lincoln Rd	240
Segafredo/Colony Theater	1040	Lincoln Rd	1,813
Balans LC	1022	Lincoln Rd	2,059

Restaurant Name	Address Number	Street	SF
Finnegans Two	942	Lincoln Rd	858
Groovy's Pizza	938	Lincoln Rd	695
Books & Books of Lincoln Road Inc.	927	Lincoln Rd	1,433
Carmelo Family Kitchen (former TOCAYA)	920	Lincoln Rd	835
Meat Market	915	Lincoln Rd	1,443
LA CERVECERIA DEL BARRIO	836	Lincoln Rd	1,426
MONTALCINO (Sibilla)	833	Lincoln Rd	1,225
Havana 1957	819	Lincoln Rd	2,088
Maya's Tapas & Grill	809	Lincoln Rd	1,226
Starbucks #8251	749	Lincoln Rd	319
Spris Inc.	731	Lincoln Rd	1,349
TAVERNA	719	Lincoln Rd	1,308
Nexxt Café	700	Lincoln Rd	1,414
4D Lincoln LLC	670	Lincoln Rd	224
Pizza Rustica	667	Lincoln Rd	1,252
HAAGEN DAZS (16 Handles)	665	Lincoln Rd	240
KANSAS (El Machos Tacos (former Sugar Factory))	647	Lincoln Rd	1,242
BAROLO (Il Bolognese)	626	Lincoln Rd	1,259
Rio Station Juice Bar Inc	625	Lincoln Rd	1,084
7 SPICES (Freddo)	610	Lincoln Rd	1,121
Cantinetta Restaurant	607	Lincoln Rd	1,648
Starbucks #13007	605	Lincoln Rd	392
Sushi Samba Dromo	600	Lincoln Rd	1,386

Restaurant Name	Address Number	Street	SF
Tapelia (fmr. Montaditos)	551	Lincoln Rd	1,283
Rosinella (Portofino)	525	Lincoln Rd	1,370
Yuca Restaurant	501	Lincoln Rd	856
Shake Shack	1111	Lincoln Rd, Apt 14	351
Nespresso	1111	Lincoln Rd, Apt 9	252
Haagen Daz	1670	Collins Ave	144
SBarro	1668	Collins Ave	70
Rosetta Bakery	1666	Collins Ave	69
THE ALLEY PIZZERIA	1433	Collins Ave	-
Cavalier Hotel	1320	Ocean Drive	-
CHICKEN BRASA	1260	Washington Ave	-
MIU's TEA	1520	Washington Ave	57
Hiro's Sushi Express South Beach	1518	Washington Ave	42
Sriracha House Fast Food	1502	Washington Ave	116
Sfilatino LLC / DBA Pane & Vino	1450	Washington Ave	105
Moshi Mishi (Sushi Yama Japanese)	1448	Washington Ave	106
Grafa Pizza	1357	Washington Ave	77
Juice & Java II Inc	1346	Washington Ave	56
Peppers Burrito Grill	1238	Washington Ave	-
MIAMI FRIED CHICKEN	855	Washington Ave	-
Bolivar Restaurant	841	Washington Ave	114
Iron Sushi	840	Washington Ave	16
La Ventana	710	Washington Ave	69

Restaurant Name	Address Number	Street	SF
Panizza Bistro	1229	Lincoln Rd	98
Yogen Fruz	521	Lincoln Rd	132
CALA (Leslie Café)	1244	Ocean Drive	297
ICON (Prime Time)	860	Ocean Drive	383
Kantina (Deco Grill)	834	Ocean Drive	324
Oliver's Bistro (Columbus Restaurant)	736	Ocean Drive	332
Caffe Di Mauro		Washington Ave	
Baires Grill	1116	Lincoln Rd	394
Rosa Mexicano South Beach	1111	Lincoln Rd	603
Rio Station Grill 2 (former Aura) Restaurant	613	Lincoln Rd	929
Lola Restaurant Grill	1223	Lincoln Rd	112

ATTACHMENT B SIDEWALK CAFÉ INDEX

Will use Yes/No for each of the criteria below leading to a score from 1 Extremely well maintained/excellent customer service to 6 Poorly maintained/poor customer service.

- 5 Yes = 1 score
- 4 Yes = 2 score
- 3 yes = 3 score
- 2 yes = 4 score
- 1 yes = 5 score
- 0 yes = 6 score

Cleanliness /Appearance

Sidewalk Well- Maintained

- No sidewalk stains
- No graffiti or advertisements
- No litter on ground
- No standing water/organic material
- Odor free

Sidewalk Furniture Well-Maintained

- Table clean, attractive and orderly
- Chairs clean, attractive and orderly
- Umbrella clean, attractive and orderly
- Furniture safe – high quality, design, and materials
- Signage well maintained and usable

Pull down comment for informational purposes

- Furniture damaged
- Furniture stained
- Furniture signs of deterioration

Sidewalk Usable

- No physical or visual barriers around permitted area
- No stacking or piling of chairs and storage of dishes/silverware
- No specials board
- No advertising and/or special signage (including on tables) signs
- No food displays

Pull down comment for informational purposes

- Furniture blocking walkway
- Planters on sidewalk
- More than 1 menu board every 50 ft

Customer Service

Menu Well-Presented

- Menu provided with prices listed adjacent to item
 1. Item requested not listed on menu
 2. Item requested no price provided and not complimentary
- Specials listed in menu or provided on separate menu with prices listed adjacent to item with terms & conditions
- Automatic sharing fees/charges on menu in minimum 14 point font or N/A
- Gratuity/service charge explained on all menus in minimum 14 point font and same % on each menu
- Corkage fee or set up fee disclosed on menu or N/A

Pull down comment for informational purposes

- Specials provided verbally not on a menu
- Specials provided separately with no price listed
- Menu item change requested but price not provided

Check/Bill Well-Presented

- Electronic or paper bill provided
- Itemized gratuities/tip
- Itemized service charge, corkage fee, set up fee, or sharing fee
- Itemized 2% resort tax and 7% sales tax calculated on pre gratuity/tip charge amount or N/A (service charge taxable)
- Gratuity calculated on pre-tax sale amount of food/drinks and service charges (if applicable)

Pull down comment for informational purposes

- Tipping not clear on menu or wrong tip calculated
- Had to request bill

This section will be a selection of one observation resulting in the score indicated:

Hawking Observation

- No hawking experienced or observed (1 score)
- One instance of hawking observed (2 score)
- Two instances of hawking observed (3 score)
- Three instances of hawking observed (4 score)
- Four instances of hawking observed (5 score)
- Five or more instances of hawking observed (6 score)

Pull down comment for informational purposes

- Aggressive hawking – verbal
- Aggressive hawking – use of menu
- Aggressive hawking – use of card/coupons
- Aggressive hawking – following customers
- Aggressive hawking – blocking pedestrian path
- Aggressive hawking – host/hostess on two sides of pedestrian path

Pull down comment for general informational purposes

- Live entertainment or speakers
- Single use plastic beverage or stirrers
- Café furniture within 5 feet of an alley, pedestrian crosswalk or corner curb out
- Café furniture within 10 feet of bus bench/shelter
- Plastic bag provided for single use carry out
- Change rounded to favor café
- Item requested from menu wrong price on bill