

# MIAMIBEACH

OFFICE OF THE CITY MANAGER

LTC #  
**568-2018**

LETTER TO COMMISSION

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: October 18, 2018

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2017/18 Quarter 4

The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY 2017/18 Quarter 4 (July 1, 2018 to September 30, 2018).

## Key Q4 Metrics:

- **Citywide Cleanliness Index Rating: 1.70**
- **Citywide Cleanliness Index Compared to FY17 Quarter 4: 0.6% improvement**
- **Citywide Percent Assessments Meeting Target: 81.7%**

## 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 inform 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 2017/18 Quarter 4

Overall, the citywide cleanliness index remained stable during FY 2017/18 Quarter 4 when compared to the same quarter in FY 2016/17 by 0.6% to 1.70. Additionally, FY averages reflect steady progression as evidenced by the index, anecdotal information, and results of our most recent resident survey. Additionally, 81.7% of all public area assessments scored 2.0 or better (target=90%) in FY 2017/18 Quarter 4 and a 84.1% average for FY 2016/17 Quarter 3. Cleanliness continues to remain a top priority for the City.

### Positive and Stable Areas in FY 2017/18 Quarter 4

- **Parks**- Parks improved to 1.46 or 0.7% compared to the prior quarter and 3.3% improvement from prior FY with 92.3% of assessments meeting the target. Parks will review middle beach area parks to determine adjustments to service as needed due to a deterioration in scores.
- **Waterways** - Scores improved by 13.8% or 1.46 when compared to the same quarter in the prior Fiscal Year. The percent of assessment meeting the 2.0 target improved by 2.2% or 83.3% meeting target when compared to the same quarter in the prior Fiscal Year. Issues appear to be organic material in non-hotspot waterways. The current agreement was extended and a new RFP will be drafted for review which may be included cleanliness data and fine issuance for not meeting established standards for litter.
- **Sidewalks**— Sidewalks improved at 1.57 or 4.3% compared to the prior quarter and remained stable compared to the prior FY with overall percent meeting target at 87.5%. Commercial entertainment areas remained stable at 1.57 and commercial non-entertainment areas improved at 1.56 compared to the same quarter in the prior FY by 4.9%. The primary issue continues to appear to be litter on the ground and organic material in non-entertainment areas during the weekday daytime hours. The dome topper program is underway with fifty (50) toppers installed to curb household garbage disposal in public garbage cans on sidewalks; however, sanitation continues to identify areas where dome toppers are ineffective due to residential misuse resulting in the relocation of three (3) toppers. As such, Code continues to assign zone officers to monitor identified areas to ensure compliance. Effective April 1, the waste hauler has dedicated a route to service litter cans only from 23rd Street south.

### Areas of Focus in FY 2017/18 Quarter 4

- **Alleys**— Alleys improved to 1.95 or 8.5% when compared to the same quarter in the prior FY with 76.6% of assessments meeting the target of 2.0, a 9.5% improvement. This remains a poor scoring area since program inception; however, this is the most improvement in the past two year. Sanitation alley service operates Monday through Friday (5 days a week) every morning from 5<sup>th</sup> Street to Espanola Way for litter removal. Code continues to support this effort citywide with officers required to conduct a minimum of one (1) hour of sanitation and alleyway inspections each day in the morning and afternoon. Code and Sanitation will review warning weekend issuance for overflowing dumpsters to determine weekend service needs, as well as, review data.
- **Parking Lots** - Scores at 2.08 deteriorated by 6.1% from the prior quarter and 18.9% from the same quarter in the prior FY. The percent of assessments meeting the 2.0 standard deteriorated to 67.4% compared to the same quarter in the prior FY.

Sanitation will continue to replace twist cans with larger green cans in select lots space permitting, as well as add additional cans as needed. ODPI will reach out to CIP to request inclusion of sanitation in pre-construction discussions to support litter can placements. Sanitation will review data on organic material and litter, and adjusted weekend service frequency as needed specifically in parking lots.

- **Beaches** – Beach areas maintained by CMB improved to 1.78 or 1.1% compared to the same quarter in the prior FY year and areas serviced by the MDC improved to 1.48 or 6.9% compared to the same quarter in the prior FY. The issue appears to be organic material on the beach during the weekend.
- **Streets**– Streets remained stable at 1.65 or 0.6% from the prior quarter. Commercial entertainment streets deteriorated to 1.63 or 3.2% from the same quarter in the prior FY. 84.9% of streets are scoring 2.0 or better. Commercial non-entertainment streets deteriorated by 2.5% when compared to the same quarter in the prior FY.

Cleanliness Index Score Per Public Area (target = 1.8)

Public Area	FY0606				
	Q1	Q2	Q3	Q4	FY Score
<b>Overall City Score</b>	2.20	1.94	2.24	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	2.45	2.69	2.75	2.49	2.60
<b>Sidewalks</b>	2.02	2.05	2.33	1.84	2.05
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	2.93	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	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	% change from prior FY score	% change from base FY score
	<b>Overall City Score</b>	2.10	1.57	1.75	1.64	1.83	1.75	4.0%
<b>Streets</b>	2.03	1.55	1.54	1.73	1.78	1.68	5.0%	20.8%
Not including alleys	1.94	1.43	1.39	1.55	1.68	1.60	5.0%	21.3%
Commercial - Entertainment	1.95	1.42	1.33	1.54	1.70	1.62	4.9%	20.4%
Commercial - Non-Entertainment	1.83	1.27	1.44	1.61	1.73	1.62	6.8%	13.0%
Residential	2.01	1.41	1.47	1.45	1.63	1.57	3.8%	28.0%
Alleys	2.60	1.88	1.92	2.05	2.30	2.09	10.0%	24.4%
<b>Sidewalks</b>	2.05	1.47	1.97	1.53	1.64	1.64	0.0%	25.5%
Commercial - Entertainment	2.04	1.41	1.54	1.55	1.60	1.65	-3.0%	23.5%
Commercial - Non-Entertainment	1.95	1.58	1.63	1.59	1.70	1.65	2.4%	17.5%
Residential	2.14	1.45	2.02	1.43	1.61	1.62	-0.5%	32.1%
<b>Parks</b>	1.90	1.45	1.37	1.35	1.55	1.45	6.2%	30.1%
<b>Parking</b>	2.21	1.63	1.76	1.82	1.99	2.00	-0.5%	10.5%
<b>Waterway</b>	2.59	1.87	2.21	1.98	2.21	1.95	18.8%	35.2%
<b>Beach Areas</b>								
Miami Beach Responsibility Only	1.85	1.43	1.64	1.44	1.78	1.52	-7.3%	-3.5%
Miami-Dade County Responsibility	1.93	1.41	1.55	1.49	1.71	1.55	10.3%	24.5%

Public Area	FY16/17					% change from prior FY score	% change from base FY score
	Q1	Q2	Q3	Q4	FY Score		
<b>Overall City Score</b>	1.84	2.01	1.74	1.71	1.83	11.5%	-12.8%
<b>Streets</b>	1.85	1.92	1.71	1.65	1.78	2.8%	-12.3%
Not including alleys	1.73	1.82	1.61	1.56	1.68	8.3%	-13.4%
Commercial - Entertainment	1.72	1.88	1.61	1.58	1.70	10.3%	-12.8%
Commercial - Non-Entertainment	1.79	1.87	1.65	1.60	1.73	7.4%	-5.4%
Residential	1.69	1.75	1.57	1.52	1.63	12.4%	-18.9%
Alleys	2.40	2.44	2.33	2.13	2.30	11.5%	-11.5%
<b>Sidewalks</b>	1.60	1.77	1.62	1.57	1.64	7.1%	-20.3%
Commercial - Entertainment	1.55	1.68	1.62	1.54	1.60	3.2%	-21.5%
Commercial - Non-Entertainment	1.69	1.80	1.65	1.64	1.70	5.9%	-12.8%
Residential	1.55	1.76	1.59	1.52	1.61	12.5%	-24.7%
<b>Parks</b>	1.53	1.70	1.46	1.51	1.55	14.8%	-18.4%
<b>Parking</b>	2.13	2.28	1.81	1.75	1.99	9.3%	-9.9%
<b>Waterway</b>	2.27	2.52	2.03	2.02	2.21	11.5%	-14.5%
<b>Beach Areas</b>							
Miami Beach Responsibility Only	1.68	1.86	1.83	1.76	1.78	23.5%	-3.7%
Miami-Dade County Responsibility	1.72	1.86	1.56	1.59	1.71	15.5%	-11.4%

Public Area	FY17/18					% change from prior Qtr	% change in prior FY Qtr	% change from same quarter in base year
	Q1	Q2	Q3	Q4	FY Score			
<b>Overall City Score</b>	1.71	1.80	1.82	1.70	1.76	-6.5%	-0.6%	-16.3%
<b>Streets</b>	1.70	1.72	1.66	1.65	1.68	-0.5%	0.0%	-10.3%
Not including alleys	1.60	1.62	1.58	1.59	1.60	0.5%	1.9%	-8.5%
Commercial - Entertainment	1.58	1.70	1.56	1.63	1.62	4.5%	3.2%	-6.3%
Commercial - Non-Entertainment	1.59	1.61	1.63	1.64	1.62	0.6%	2.5%	-6.3%
Residential	1.60	1.60	1.54	1.54	1.57	0.0%	1.3%	-11.5%
Alleys	2.14	2.19	2.09	1.95	2.09	-6.7%	-8.5%	-21.7%
<b>Sidewalks</b>	1.61	1.73	1.64	1.57	1.64	-4.3%	0.0%	-14.7%
Commercial - Entertainment	1.59	1.96	1.57	1.57	1.55	0.0%	1.9%	-15.5%
Commercial - Non-Entertainment	1.62	1.74	1.70	1.56	1.66	-8.2%	-4.9%	-12.8%
Residential	1.60	1.69	1.61	1.58	1.62	-1.9%	3.9%	-13.7%
<b>Parks</b>	1.42	1.32	1.27	1.26	1.25	-0.7%	-3.3%	-28.4%
<b>Parking</b>	1.90	2.04	1.96	2.08	2.00	5.1%	18.9%	3.5%
<b>Waterway</b>	1.75	2.05	1.95	1.68	1.86	-13.8%	-16.8%	-33.5%
<b>Beach Areas</b>								
Miami Beach Responsibility Only	1.90	1.76	2.25	1.78	1.92	-20.9%	1.1%	-6.9%
Miami-Dade County Responsibility	1.87	1.58	1.25	1.49	1.55	18.4%	-6.9%	-24.1%

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

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Public Area	FY16/16				FY Score
	Q1	Q2	Q3	Q4	
<b>Citizens</b>	57.5%	71.1%	56.7%	75.5%	68.2%
<b>Streets</b>	55.7%	79.2%	53.9%	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%	81.3%	82.3%
Residential	56.8%	84.6%	66.2%	86.1%	73.5%
Aleys	37.7%	36.8%	37.0%	56.2%	41.9%
<b>Sidewalks</b>	62.6%	68.7%	56.4%	79.3%	66.7%
Commercial - Entertainment	69.2%	71.8%	41.7%	71.7%	63.9%
Commercial - Non-Entertainment	63.5%	56.4%	79.8%	87.4%	71.8%
Residential	62.4%	78.1%	52.1%	82.2%	66.2%
<b>Parks</b>	45.3%	88.0%	68.2%	65.8%	66.8%
<b>Parking</b>	48.0%	59.5%	49.2%	69.0%	56.4%
<b>Waterway</b>	42.9%	83.7%	34.5%	56.8%	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	FY14/15	FY15/16
	FY Score	FY Score
<b>Citizens</b>	64.6%	64.6%
<b>Streets</b>	82.6%	89.2%
Commercial - Entertainment	84.7%	89.5%
Commercial - Non-Entertainment	82.0%	87.5%
Residential	91.2%	90.8%
Aleys	74.4%	71.0%
<b>Sidewalks</b>	82.3%	89.9%
Commercial - Entertainment	87.4%	90.9%
Commercial - Non-Entertainment	84.7%	88.8%
Residential	74.8%	90.4%
<b>Parks</b>	93.4%	93.5%
<b>Parking</b>	80.4%	79.6%
<b>Waterway</b>	64.5%	75.6%
<b>Beach Areas</b>		
Miami Beach Responsibility Only	84.9%	82.9%
Miami-Dade County Responsibility	85.9%	90.3%

Public Area	FY16/17				FY Score	Difference from prior Qtr	Difference from base FY Qtr
	Q1	Q2	Q3	Q4			
<b>Citizens</b>	74.8%	72.2%	82.3%	84.1%	78.4%	1.8%	13.2%
<b>Streets</b>	78.5%	77.0%	87.2%	88.9%	82.9%	1.7%	8.5%
Commercial - Entertainment	79.1%	76.4%	87.4%	89.2%	83.0%	1.8%	16.7%
Commercial - Non-Entertainment	76.2%	76.3%	86.2%	87.7%	81.6%	1.8%	-0.7%
Residential	80.5%	78.3%	88.1%	89.7%	84.2%	1.8%	10.7%
Aleys	56.1%	57.9%	64.6%	67.1%	61.4%	2.6%	18.6%
<b>Sidewalks</b>	86.3%	82.7%	86.7%	87.0%	85.9%	0.8%	18.1%
Commercial - Entertainment	89.8%	85.8%	86.8%	87.7%	87.5%	0.8%	23.9%
Commercial - Non-Entertainment	83.6%	81.4%	85.2%	84.6%	83.7%	-0.8%	11.9%
Residential	87.4%	81.0%	88.0%	88.8%	86.3%	0.8%	20.1%
<b>Parks</b>	85.6%	81.8%	93.1%	93.8%	89.5%	0.8%	22.8%
<b>Parking</b>	83.0%	61.5%	79.8%	83.7%	72.0%	3.8%	16.8%
<b>Waterway</b>	66.7%	50.0%	73.1%	81.3%	67.8%	8.2%	13.3%
<b>Beach Areas</b>							
Miami Beach Responsibility Only	82.0%	77.5%	82.1%	83.6%	81.3%	1.6%	8.2%
Miami-Dade County Responsibility	83.3%	75.7%	83.5%	85.9%	82.1%	2.4%	10.9%

Public Area	FY17/18				FY Score	Difference from prior Qtr	Difference from prior FY Qtr	Difference from base FY Qtr
	Q1	Q2	Q3	Q4				
<b>Citizens</b>	84.3%	78.2%	81.3%	81.7%	81.4%	0.4%	-2.4%	8.2%
<b>Streets</b>	80.4%	87.6%	87.9%	84.9%	87.7%	-3.0%	-4.0%	8.1%
Commercial - Entertainment	82.6%	85.7%	89.7%	84.1%	88.0%	-6.8%	-6.1%	8.6%
Commercial - Non-Entertainment	80.8%	89.6%	87.1%	83.6%	87.8%	-3.6%	-4.1%	-14.3%
Residential	87.8%	87.4%	87.0%	86.9%	87.3%	-0.1%	-2.8%	0.8%
Aleys	68.0%	65.2%	70.3%	75.6%	70.3%	8.3%	8.6%	20.4%
<b>Sidewalks</b>	89.5%	81.8%	85.6%	87.5%	86.1%	1.8%	0.6%	8.2%
Commercial - Entertainment	90.3%	77.5%	88.3%	89.5%	86.5%	1.2%	1.8%	17.3%
Commercial - Non-Entertainment	89.1%	83.6%	83.5%	88.3%	86.1%	4.8%	3.7%	0.9%
Residential	88.8%	84.4%	84.9%	84.6%	85.7%	-0.3%	-4.2%	2.4%
<b>Parks</b>	86.1%	89.0%	91.7%	90.3%	92.0%	0.8%	-1.3%	28.6%
<b>Parking</b>	77.5%	67.8%	71.1%	67.4%	70.9%	-3.7%	-18.3%	-1.8%
<b>Waterway</b>	85.0%	69.6%	78.6%	83.3%	79.1%	4.7%	2.0%	28.6%
<b>Beach Areas</b>								
Miami Beach Responsibility Only	86.4%	78.4%	80.0%	83.1%	74.9%	33.1%	-0.6%	4.8%
Miami-Dade County Responsibility	87.5%	87.9%	80.0%	91.8%	91.5%	-8.2%	6.9%	14.8%

### Cleanliness Key Intended Outcome

Cleanliness was identified in our community surveys as a key driver affecting overall quality of life. In addition, in the 2016 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 16.3% from FY 2005/06 to FY 2017/18.

### **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
- Mark Taxis, Assistant City Manager
- Kathie G. Brooks, Assistant City Manager
- Roy Coley, Public Works Director
- John Rebar, Parks and Recreation Director
- Saul Francis, Parking Director
- Hernan Cardeno, Code Compliance Director
- Betsy Wheaton, Environmental Director
- Rhonda McPherson, Sanitation Division Director
- Dr. Leslie Rosenfeld, Chief Learning Development Office

EC/KGB/LDR

