

**CITY OF SOUTH MIAMI PERFORMANCE
AUDIT
FINAL REPORT**

November 9, 2010



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Center**

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EXECUTIVE SUMMARY

In June of 2010, the Florida International University Metropolitan Center was contacted by the City of South Miami to conduct a performance audit as set forth in Section 4, Letter F of the City Charter (as amended in 2000). This is the inaugural audit conducted under the Charter.

Without precedents or detailed language in the Charter, the FIU team, in consultation with the City Manager and Finance Director and approval of the City Commission (June 27, 2010) designed the audit as follows:

- 1) "Performance" would be defined to include workload measures, outputs, outcomes, and benchmarks (to professional standards, neighboring communities, or historical trends).
- 2) FIU staff would interview senior departmental staff and conduct content analysis of relevant city documents to see if performance indicators were deployed and to assess organizational capacity for their use; and
- 3) The Metropolitan Center would conduct a survey of residents to garner baseline data on citizen satisfaction and to identify critical issues for future performance measurement development.

Results of the interviews and content analysis suggested that managers felt empowered to effect changes in their departments and they were able to define critical roles and responsibilities. However, most managers were unable to either define performance consistent with the above-referenced definition or to connect departmental efforts to broader strategic aims. Further, training (both formal and on-the-job) is limited and the loss of a single employee in any unit has serious consequences for "institutional memory" given the lack of formalized standard operating procedures.

The citizen survey results indicated that nearly nine of ten residents viewed South Miami as a good place to live or work; similar percentages expressed the belief they would be residing in the city three years from now. Residents did, however, express concerns regarding property taxes, crime, and traffic congestion, and voiced some reservations with municipal governance and transparency. Younger non-Anglo residents without a college degree tended to be more critical of municipal services; satisfaction with the community's quality of life increases with tenure.

South Miami has traditionally operated with a line-item budget with recent enhancements to budget narrative. If the city is to implement a performance-based budget management approach, it will have to invest human and financial resources in training and infrastructure (information technology and data management). The city will also need to engage in visioning and similar strategic planning efforts to align measures to broader community goals. We also recommend the appointment of a Chief Productivity Officer to provide stewardship for this effort, with appropriate domicile in the Finance Office. Furthermore, the Balanced Scorecard appears to be a valid model for rollout of a performance-based management approach.

OVERVIEW: LEGAL BASIS AND APPROACH

The City of South Miami contacted the Metropolitan Center at Florida International in June of 2010 to undertake a performance audit of municipal operations. These audits are called for in the Charter, specifically, Section 4, Letter F, which requires that “The City Commission shall require a performance-based audit for each department at least once every five years.” This performance audit requirement has been embedded in the charter since 2000; however, no audits have been conducted prior to this effort. Thus, the FIU team had no models or precedents upon which to base their work. On the other hand, this afforded city management and FIU considerable latitude in their interpretation of the Charter requirements and their implementation.

In consultation with the then-current city manager and the finance director, the Metropolitan Center undertook the audit described herein utilizing the following rubric:

- 1) “Performance,” was defined in a traditional public sector model to include departmental evidence of workload measures (e.g., number of potholes repaired, number of athletic events held, etc.). Further, we sought evidence of cost-effectiveness (e.g., cost per lane mile maintained, percentage of base budgets devoted to overhead items, etc.). And lastly, we ascertained if departments utilized performance benchmarks such as professional standards or comparisons to peer jurisdictions (e.g., comparing police response times to International City/County Managers Association guidance or to response times in neighboring Pinecrest or Doral).

The FIU research team used two principal methods to obtain performance data. The first was to review city documents such as recent budgets and comprehensive annual financial reports (CAFRs). The second was to conduct a series of interviews with senior department managers to obtain a first-hand assessment of what measures they were or were not deploying in their respective operations.

- 2) The Metropolitan Center conducted a citizen satisfaction survey of randomly selected South Miami residents. Such surveys are a staple of contemporary public management and serve three purposes. We undertook the survey to:
 - *Illuminate possible strengths and weaknesses in municipal service delivery;*
 - *Provide a baseline of data that allows periodic tracking of future performance; and*
 - *Gather critical insights on what citizens believe to be the most salient aspects of municipal management, with subsequent incorporation into performance measures most relevant to residents.*

This two-fold approach was utilized in the study, as set forth in the Scope of Services executed between the city and Metropolitan Center on June 16, 2010 and agreed to by the city commission at its July 27, 2010 meeting.

In the next part of this report, we highlight findings from the interviews and documentary analysis undertaken for the first part of this performance audit. In the next section, we review highlights from the citizen survey. In the last section we synthesize our findings with an eye to development of performance measures that “fit” with a broader community vision.

INTERVIEW CONTENT AND ANALYSIS

A. Supervisory Interviews

Over a two-week period commencing July 19, 2010, FIU Metropolitan Center staff interviewed senior department staff from the city's operating departments, as well as the city manager and finance director. Interviews were arranged with the assistance of the city manager's office. All officials were cooperative and addressed the questions with candor and completeness. The city manager and finance director reviewed the questions before administration. FIU staff deployed the same interview schedule for all departments to assure consistency.

The 15 questions were as follows:

- 1) What is the primary role and responsibility of your department?
- 2) What do you believe are the community's greatest needs, demands, and expectations with respect to your department's governing role and responsibilities?
- 3) Do you believe your department is adequately addressing these community needs, demands, and expectations?
- 4) What are your department's goals? How did you develop them?
- 5) With which city departments do you regularly communicate and coordinate? On what issues, services, or programs?
- 6) What would you consider to be the three to five most important metrics for assessing your department's productivity? How about its effectiveness in terms of citizen or customer satisfaction?
- 7) Has your department's performance improved or declined from past years and for what contributing reasons or circumstances?
- 8) How do you store or manage data related to assessing your department's performance? This could be manual records, spreadsheets, or other means. Please describe.
- 9) What do you believe are your department's greatest strengths? Weaknesses?
- 10) Are you familiar with "best practice" examples from other municipalities that you think could help?
- 11) Is there any lack of equipment or technology that impedes your department's performance at current staffing and service levels?
- 12) Moving from technology to people, are there specific training shortcomings that impede or limit your performance?
- 13) Is there any regular on-the-job training for you and your staff?

- 14) Do you feel empowered to change work rules or major work processes to improve your department's productivity? If not, why not?
- 15) Do you feel the work climate in your department encourages employees at all ranks to provide suggestions or innovations that would help you "do more with less?"

These questions were designed to elicit a broad overview of performance within each department. We asked our respondents to see how their work ties in with broader community goals, and then asked if they have metrics for assessing performance. We further inquired about potential "drivers" of performance such as training or budget. A matrix showing responses by department is provided in Appendix A.

Our findings suggest positive and negatives in terms of a broadly defined performance framework for municipal operations. They also identify a broader set of issues regarding training and communication within the city.

Positives:

- 1) Most departments report a clear and concise description of roles and responsibilities.
- 2) Most department heads feel empowered to change business practices that foster productivity or responsiveness to citizen needs.
- 3) The most recent budget document has narrative that allow for at least some understanding of services delivered.
- 4) Department heads do meet and communicate regularly, allowing for coordination of effort.

Negatives:

- 1) In general, department managers have little sense of how their services dovetail with community needs; many cannot express larger goals or mission for their units.
- 2) While some managers have an abstract view of what performance is for their units, they cannot articulate specific measures for monitoring performance over time.
- 3) Performance data are not kept manually or electronically; there is no repository for such data that could be used by the manager or senior department heads.
- 4) Standard operating procedures are not kept to maintain "institutional memory," hence the loss of a single employee can have serious consequences for operations.
- 5) Training—either formal or on-the-job—is given short shrift. This reflects a combination of scarce resources and an organizational culture that may undervalue development of human capital.

- 6) Recent budget cuts and vacancies exacerbate other institutional shortcomings.

Recent turnover in the city manager's office as well as the fiscal stringency of the times present challenges to organization-wide thinking and planning. Many of those interviewed conveyed a sense of anxiety regarding future layoffs or cuts.

B. Content Analysis of Budget Documents and Comprehensive Annual Financial Reports

Our analysis of recent (last three fiscal years) of comprehensive annual financial reports or budget documents did not reveal consistent usage of workload or productivity measures on a departmental basis. This finding is consistent with those of our interviews and squares with former City Manager Witt's assessment that the city has historically deployed a line-item budget

C. Assessment

Our interviews and documentary content analysis reveal that the city does not deploy explicit measures of performance as defined above. This is consistent with South Miami's traditional reliance on a line-item budget format that has only been recently supplemented with some descriptive narrative.

More importantly, senior managers do not have a clear sense of departmental goals or strategic "fit" of their operations. Without a sense of strategy or long-term thinking, the collection of performance measures and their subsequent use in daily management may be viewed as wasteful "window dressing." Budget cuts and shortcomings and employee training (which would include the basics of performance measurement and management) may exacerbate this perception. Meanwhile, our findings suggest that the city would need to enhance its data management/information technology capacity to implement systematic, ongoing measurement of departmental performance.

OVERALL RESULTS – SURVEY CALLS

Survey Administration and Sampling

The Metropolitan Center conducted a telephone survey of 408 randomly selected South Miami residents from August 26, 2010 to September 9, 2010. Calls were conducted in Spanish and English in the evenings and Sundays. A prior report of findings, submitted October 7, 2010 is in Appendix B.

Prior to discussing our findings, three methodological comments are in order.

- 1) By using landlines instead of cell phones, we avoided an increasingly common bias in contemporary surveying that recently made headlines in *The Miami Herald* (Thomma, 2010). Simply put, younger, poorer families and individuals are saving money and abandoning landlines. By drawing a sample based on households with landlines, we hoped to avoid these biases.
- 2) Our sample size of approximately 400 yields a +/- 5% level of precision 95% of the time. This means that if we report that 85% of the residents have a favorable impression of a given service, and 15% have a negative impression, the “reality” is that the positive impression could be as low as 80% or as high as 90%. It is worth noting that this level of precision is based on sample rather than population size (Kalton, 1983). Another point is that increasing sample size has diminishing returns in terms of precision. A sample of 800, for example, yields a precision of +/-3.5%; 1000 yields +/-3.1+. This suggests that doubling sample size and cost has relatively limited impact on precision; hence a sample of 400 is a frequently used benchmark in surveying. This is shown in Table 1 below.

| Table 1 | |
|---|-------|
| Sample Size and Precision (95% Level of Confidence) | |
| 1000 | ±3.1% |
| 800 | ±3.5% |
| 600 | ±4.0% |
| 400 | ±4.9% |
| 300 | ±5.7% |
| 250 | ±6.2% |
| 200 | ±6.9% |
| 150 | ±8.0% |
| Adopted from “Sample Size—What is Magic About the #400?” Answers Research, 2004 | |

Gaining a higher degree of precision would have added considerably to survey cost and yielded relatively little. Hence the FIU team recommended the 400 case sample size.

- 3) Surveying entails trade-offs. Consistent with point 1, if we had opted to survey a list of residents, rather than voters, and used mail administration, we might have only garnered a 10% response rate, leading to serious questions about the validity of findings. If we opted for cell phone usage, we would have a decidedly younger set of responses. Our approach

obviated these biases, though we did encounter a handful (less than 12 cases) in which there were multiple voters within the household, and our phone interviewers queried the head of household on multiple occasions. That, however, was a possible tradeoff more acceptable, in our minds, than more serious biases other modes of administration might have introduced.

In sum, the approach we took is cost-effective and defensible within a budget constraint and “good practice” in survey administration.

Survey Findings in Broad Relief

Detailed survey results are found in Appendix B. These cover a wide range of municipal services and provide an overview of citizen perception of the quality of life in the city. Overall satisfaction seems high:

- 85.7% rated overall quality of life as good or excellent;
- 89.9% see themselves living in South Miami three years from now; and
- 86.1% would recommend South Miami as a place to live and work.

A more granular examination reveals some areas of concern. Seven of ten respondents express crime and public safety, as well as property taxes as “very important” issues. Nearly half attach perceive trash collection, traffic congestion, and poverty/homelessness as “very important.”

These frequencies are unsurprising. Crime and public safety are perennial “hot” topics in local government and explain in part why police and fire outlays are the biggest shares of most local government budgets. Likewise, the property tax has been at the core of “tax rebellions” since California’s Proposition 13 of 1978. This levy does not always correlate with ability-to-pay; current economic conditions and the precipitous drop in property values only exacerbate this negative perception. Traffic congestion is a chronic problem in South Florida, where average commute times are now in line with Los Angeles, New York, and other major metropolitan areas. Residents in any locale want clean streets; poverty and homelessness concerns must be viewed against the backdrop of a foreclosure crisis and the worst post-World War II recession and double-digit unemployment.

Our open-ended question in which respondents could state their most pressing concerns yielded two predominant concerns: “Good Government-Accountability” and “Property Taxes.” The responses under the former heading may suggest that residents desire better communication with their elected officials. They may also reflect a deep-seated anger towards government that is caused by the current economic crisis.

This reasoning also holds for property tax concerns. In this regard, it is worth noting that U.S. Census data reveal that median family income in Miami-Dade fell by nearly 6% in 2009, and is now below 2006 levels (Brackey, 2010). Viewed through this prism, even relatively stable property tax bills will be seen as increases given shrinking earnings.

This economic fact notwithstanding, residents give high grades to the accessibility, courtesy, and knowledge of city employees. Residents also give high grades to the city’s cleanliness and overall appearance. The one area that received somewhat lower grades is parks and recreation. A caveat in that regard is that nearly a quarter of our respondents show limited awareness of recreation offerings, explaining in part why their perceived quality may be lower than other municipal offerings.

Residents under age 30, those who have lived in the city for less than 10 years, residents who have less than a college education, and residents who are non-Anglo, tend to view municipal service and delivery and overall quality of life less favorably than their older, longer-tenured, better-educated, Anglo counterparts. These perceived differences are not always statistically significant and the correlations between these socioeconomic variables and perceived service quality are not strong. Nonetheless, many of our responses suggest that younger, non-college educated residents view South Miami through a less favorable prism. This also holds true for non-Anglo residents. Obviously, age and length of residence are correlated. Similarly, educational level is a proxy for income, and better-educated residents are less likely to be negatively impacted by the current economic situation. Education also correlates with race. Younger and shorter-tenured residents may have more recent benchmarks to draw upon in perceiving quality of service delivery; hence they are more critical than longer-tenured residents. The upshot is that different segments of the community may have different perceptions of virtually identical levels of service delivery given their respective socioeconomic characteristics. This is typical of municipal citizen satisfaction surveys (Newell, 2005). Further work such as citizen interviews or point-of-service surveys may provide a better understanding of what may cause these differences.

A final survey finding of note is that newspapers and television are the principal means by which citizens learn about South Miami's municipal operations. Only six percent visit the city's website. Younger residents may eschew print media and pay little attention to television news. Holding in abeyance the content of traditional news providers, city leaders and senior officials may need to consider "beefing up" their internet and social networking delivery to connect with younger residents.

CONCLUSION

Findings from our interviews and content analysis suggest that the city is facing both a “root” and “branch” decision in terms of its performance measurement and budgeting. The root decision is whether the city should move beyond a line-item budget and adopt a more performance-oriented budgetary structure? The “branch” decision follows the first: If South Miami adopts a performance-oriented model, how will it do so?

The first decision is significant. Adoption of an outcome-oriented budget entails a reorientation of many stakeholders in the system (Frank and Strube, 2007; Frank, 2009). Elected officials will need to focus more on municipal service outputs and outcomes instead of line-items that lead to production of services. Senior city managers will need to think more about what they are producing in terms of quantity, quality, and perhaps most importantly—strategic fit. And lastly, citizen engagement will have to focus on longer-range strategies and goals for the community. This reorientation is often seen as a “journey.” But the end result is a process in which the annual budget process and ongoing management are linking pins to long-range community goals and aspirations.

The “branch” decision would be what format to adopt if an outcome-oriented approach is chosen. One approach under consideration by Finance Director Riverol and City Manager Mirabile is the Balanced Scorecard (BSC) developed at the Harvard Business School in the early 1990s by Professors David Norton and Robert Kaplan. Their model uses metrics related to financial status, employee training, customer satisfaction, and processing-enabling, hence the “balanced” descriptor. While originally designed for the private sector this approach has been widely adopted in the nonprofit and public sectors (Niven, 2003). This utilization provides examples that could be put to use in South Miami. However, the BSC is predicated upon a strategic road map being in place that ties performance measures to goals and vision. This suggests that its implementation will require an investment in community visioning and similar strategic planning efforts prior to adoption.

Reiterating what was said earlier, our findings indicate the city will need to invest human and material resources to build a platform for performance-based management. Minimally, this suggests training in the basics of performance measurement for senior staff. It will also require greater institutionalization of policies and procedures to allow for sustained adoption of new business processes in the face of inevitable turnover of personnel. We also repeat our observation that performance data will need to be kept in a central repository for dissemination throughout the city. And lastly, we repeat a preliminary recommendation made in an August 25, 2010 memorandum to former City Manager Witt and Finance Director Riverol that South Miami should appoint a “Chief Productivity Officer” to spearhead the development of a performance management system and to sustain its operation after rollout. Successful implementation of organizational change requires “buy-in” from all stakeholders and an individual who takes responsibility for obtaining it. The Finance Department would be a logical domicile for this operation given its centrality to budget and accounting operations.

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APPENDIX A

APPENDIX A
Performance Audit Matrix of Findings

Interview Review- Cross Cutting Threads/Themes

Current notes: Y=yes, Y- = limited response, N= did not answer question

1. What is the primary role and responsibilities of your department?

In general, most departments reported a clear and concise description of roles and responsibilities. Several departments merely stated the role or responsibility of the individual.

Note: Much like an employee handbook, department handbooks would provide direction to department heads. The city should create department guides to ensure that each employee is aware of the vision, mission, and roles.

Theme: A great majority of departments appear to respond to demands/needs versus developing a proactive approach to the work schedule. Also, there are a great number of complaints/impediments noted when department heads are asked about their roles and responsibilities.

Responded to Question- Listed Actual Roles & Responsibility

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Y | Y- | Y | Y | Y | Y - | N | Y | Y- | Y - | Y - |

Responded to Question with a Complaint

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| N | N | N | Y | N | N | Y | N | N | N | Y |

2. What do you believe are the community’s greatest needs, demands and expectations with respect to your department’s governing role and responsibilities?

6 of the 11 departments gave no response or a limited response when identifying the needs of the community.

Community needs (as stated by Department):

- Provide professional and cordial services
- Protect property value
- Transparency
- expeditious handling of any vacancies
- A variety of sports
- Safe, quick and professional response
- Traffic control (big issue)
- Have service at every level

Please note: The responses that were giver are rather vague. Again, a great number of complaints are identified.

Responded to Question

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| | | | | | | | | | | |

| | | | | | | | | | | |
|---|----|---|---|---|------|-----|---|---|---|---|
| N | Y- | Y | Y | Y | n/a- | n/a | Y | N | Y | N |
|---|----|---|---|---|------|-----|---|---|---|---|

Responded to Question- Complaint

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Y | Y | N | N | Y | | | N | Y | N | N |

3. Do you believe your department is adequately addressing these community needs, demands and expectations?

Five departments felt they adequately addressed the needs of the community, while three department heads did not share this sentiment. In addition, three departments did not address or respond to the question.

Improvements noted:

- All complaints responded to within 24 hours
- Divided city into four quadrants one per officer- increased efficiency
- Stipulation mediation program- correct code enforcement issues and reduce fines
- Improved line item budget to narrative- greater transparency
- City commissioner meetings are less confrontational

Barriers:

- Too many unfinished projects
- More personnel needed
- City moving in direction of strong mayor form of government
- Funding

Responded to Question- (?? Did not answer question- best we can...)

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Y | N | Y | Y | Y | Y | ?? | N | ?? | Y | ?? |

4. With which other City departments do you regularly communicate and coordinate? On what issues, services or programs?

All departments appear to communicate with one another as needed. Currently, no formal meetings are coordinated. Many of their roles and responsibilities appear to overlap but there are no coordinated, comprehensive efforts/projects. Department head planning sessions could benefit the city, eliminate redundancy and provide a more organized, proactive level of communication.

Responded to Question- Communication w other dept.

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|-------------------|-------------|-----------------|------------------|------------------------|----------------|-----------------|-------------|----------|--------|-------------|
| Y-3 Not formal | Yes- all | Y- as needed | Y-2 | Y-all new budget | Y-1 | Y- IT issues | Y-2 | Y-5 | Y-all | Yes- all |

5. What are your department's goals? How did you come up with these goals?

Goals are vague- apparent that goals for the department are more often based on the immediate needs or request of the city versus overall outputs and outcomes. Because the roles and responsibilities are poorly defined, the goals lack continuity. 10 of the 11 department heads had no responses or limited responses when describing the department's goals.

| Responded to Question | | | | | | | | | | |
|-----------------------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
| Y- | Y- | N | N | Y | Y- | N | Y- | N | Y- | Y- |

6. What would you consider to be three to five most important metrics for assessing your department’s productivity? How about its effectiveness in terms of citizen or “customer” satisfaction?

The response rate for the question is extremely low. Currently, only one department has a clearly defined metric to determine the rate of productivity. This is an area of deep concern. A pattern emerges. Metrics should align with roles & responsibility and department goals. Assessment must be measurable.

| Responded to Question | | | | | | | | | | |
|-----------------------|-------------|-------|-------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
| N | N | N | Y (but confusing) | Y | N | N | N | N | N | N |

7. Has your department’s performance improved or declined from past years and for what contributing reasons or circumstances?

Based on the responses, the great majority of department heads are new to the position. Experience:

- * Two (2) department head vacancies,
- * Five (5) heads who have been in the position for less than 4 months
- * Two (2) who have five (5) or more years of experience
- * Two (2) unaccounted for- building and code enforcement

One major constraint in high turnover is that institutional knowledge is lost. A newly designed handbook for each department may create better transitions. Second, department head meetings would lead to the expansion of cross-cutting knowledge and networking. Lastly, identifying the previous years performance would serve as a benchmark for future improvements.

| Responded to Question- Improved or Declined | | | | | | | | | | |
|---|-------------|-------|------------------|----------|----------------|----|-------------|----------|--------|-----------|
| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
| N | n/a | N | N | Improved | N | N | N | Improved | I/D | Improved |

| Department Head- Length of Time in this position | | | | | | | | | | |
|--|-------------|-------|------------------|---------|----------------|------------|-------------|---------------|-----------------|-----------|
| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
| ? | __mo | 7 yrs | | 2 mo | new | No manager | 4 mo | 5 DH in 4 yrs | No police chief | 10 yrs |

8. How do you store or manage data related to assessing your department’s performance? This could be manual records, spreadsheets, or other means. Please describe.

Only the finance department was able to answer this question. First, departments must identify goals and metrics. Once completed, they can then compile and store assessment data. Nonetheless, each department answered this question based on work responsibility.

Note: The responses are based on data keeping of department info. The data tracking per department is extremely low. Essentially, new department heads must rely on advice of staff to function. Institutional knowledge is lost with each exiting employee.

Note: Finance Department requested recommendations for tracking and/or monitoring parking.

Responded to Question- Store data Y or N

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Y | N | N | Y | N | N | N | N | Y | Y | Y- |

9. What do you believe are your department’s greatest strengths? Weaknesses?

A great majority of department heads identified the staff as its greatest strength. Clearly, there is a culture that the contributions of employees are paramount. The city must take the opportunity to build on these values. Professional development should further foster team building, decisions making, and planning sessions.

Strengths:

- Professionalism of staff- work in the industry, through their own efforts they earn licenses and/or certifications.
- People work well. Employees are good people trying to do a good job- ability to develop strategic plans, goals, and objectives in teams
- keep good records, search quickly
- Time efficient
- confidentiality (employees are not afraid to come in)
- Personable, caring team that cares about the children and community.
- Peaceful place for children—safe haven
- Professionalism
- Staff ; Officers. Extremely stable staff in last couple of years
- Commitment of staff (work on weekends to catch up),
- Long tenure employees
- Cross-utilization has been successful despite being a union shop so employees can work on different jobs
-

Weaknesses:

- None
- n/a
- Lack of communication within departments,
- understaffed,
- too many constant interruptions
- low budget
- lack of internal structure
- technology- relying on Voyager instead of Navalign
- Lack of knowledge- functionality and institutional knowledge.
- Standard operating procedures are ‘owned’ by the employee not city- (no manuals, books, etc)
- high level of turnover in upper management which impacts many departments and causes stagnation of projects in the works- Lack of continuity
- People work on pet projects
- Priorities shift as management shifts- Pillars aren’t strong
- High turnover impacts time it takes for things to get done
- Manpower to provide *all* programming
- Motivation; we are seen as being overstaffed (maybe we make our work look easy) – how do we show that we are necessary in this time of economic crisis.

- Merge microfilm and imaging
- Pension issue is hurting their morale,
- Cost saving measures affecting morale - not being able to stay competitive with other cities
- Very costly private retirement in South Miami
- Insufficient funds to do what they need to do
- Understaffed but have hiring freeze
- Not having right equipment and resources when it comes to software, programs to enhance performance
- Not to be able to fully staff different divisions

10. Are you familiar with “best practice” examples from other municipalities that you think could help?

Several of the department heads were able to identify best practices in the field. Unfortunately, none have implemented any strategies. Currently, shortage of staff and time appear to interfere with this much needed process. Planning sessions would allow for development and implementation of best practices.

Responded to Question- Familiar w/ best practices

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| N | N | N | Y- | Y- | Y | Y | N | Y- | Y | Y- |

11. Is there any lack of equipment or technology that impedes your department’s performance at current staffing and service levels?

Narrative:

IT has been largely outsourced.

Responded to Question- Technology Needs- Yes or No

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|--------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| N | Y- personnel | N | Y | Y | Y | Y! | Y- training | N | Y | N |

12. Moving from technology to people, are there specific training shortcomings that impede or limit your performance?

A great number of departments were able to identify training shortcomings. All of the shortcomings can be reversed with the addition of a ‘Training the Trainer’ system. With over 150 employees, the level of in-house knowledge is astounding. A system of identifying employee skill sets is essential. Thus, city employees should lead professional development sessions.

Note: Employee handbooks were not received by all employees upon hiring- mentioned at least 3 times throughout various interviews.

In addition to the community survey, it would be interesting to have employees complete a survey about the city services.

Training Shortcomings:

- Navalign software
- Cross-training is necessary
- Training in collections
- Gasby (??) Procurement/Capitalization- training by staff

- New auditors- CPE continuing education
- customer service training- dealing with difficult people
- organizational methods, project management, time management
- telephone etiquettes, saying “no” without being negative
- Core leaders/core aids to take program areas related to understanding a sport and be able to teach the fundamentals.
- GIS – PW provides us with the maps, there could be more we could do- Begin to look at zoning from the point of view of crime and code enforcement. Plotting. Timelining -software needs

Responded to Question- Training Needs- Yes or No

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|-----|-------------|----------|--------|-----------|
| N | N | N | Y | Y | Y | n/a | Y | Y | N | Y |

13. Is there any regular on-the-job training for you and your staff?

Few departments identified opportunities to offer or receive on the job training. Based on budget cuts and reduced level of personnel, on-the- job training not as frequent or accessible. Yet, some department heads not only offered training but it was mandated by federal government or part of a certification program. When training was a priority it was completed. The departments heads that were able to offer training without mandates should lead planning sessions that details time management, overcoming budget constraints, etc.

Responded to Question

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|----------|--------|-----------|
| Y | Y- | N | N | N | N | N | N | N | Y | Y |

14. Do you feel empowered to change work rules or major work processes to improve your department’s productivity? If not, why?

7 of the 11 departments felt empowered to lead their department. In the two departments that answered no, there are current vacancies in the leadership position. One department felt that empowerment was impaired because of high turnover and lack of staff. Only one department did not answer the question. Now is the time for the city to capitalize on the overwhelming sense of empowerment displayed by the department heads. A planning session must be introduced while employees are eager to make their voices heard.

Question: Do the department heads receive copies of all ordinances as they are passed?

Responded to Question- Feeling of Empowerment

| Building | City Manger | Clerk | Code Enforcement | Finance | Human Resource | IT | Parks & REC | Planning | Police | Pub works |
|----------|-------------|-------|------------------|---------|----------------|----|-------------|------------------------|--------|-------------------------------|
| Y | Y | Y | Y | Y | N | N | Y | n/a- no answer to ques | N | Y- limited based on ordinance |

15. Do you feel the work climate in your department encourages employees at all ranks to provide suggestions or innovations that would help you “do more with less”?

A climate that encourages employee suggestions wavers between departments. This may be most closely related to the high turnover rate. Some department report open, honest, and constant dialogue while others report fear as an impediment for suggestions. One noted, “The city operates in fear. Fear of being fired the next day. It’s pervasive.”



Metropolitan
Center

APPENDIX B SOUTH MIAMI CITIZEN SURVEY RESULTS



Metropolitan
Center

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Phone: 305-349-1255 • Fax: 305-349-1271
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Executive Summary

The Metropolitan Center conducted a telephone survey of 408 City of South Miami residents from August 26, 2010 to September 9, 2010. Calls were conducted in Spanish and English on evening during the work week (4 to 8 pm) and on Sundays from noon to 7 pm.

The survey overrepresented certain demographic groups. According to the most recent data available, the 2000 U.S. Census, 48.1% of South Miami residents were male compared to 51.9% females. In the survey sample, 152 respondents were male (37.3%) while 255 were female (62.7%). Residents ages 65 and older were also overrepresented given how they constituted 34.5% of respondents when in 2000 they comprised 13.6% of the City's population. According to the 2000 U.S. Census, 38.9% of South Miami residents were Anglo compared to 24.7% Black and 34.4% Hispanic. Anglo residents surveyed constituted 53.1% of respondents. According to the Census, 38.1% of South Miami residents had at least a bachelor's degree. In terms of the highest level of educational attainment, 265 (68.5%) of survey respondents had at least a bachelor's degree.

Survey results were analyzed to determine resident's satisfaction and dissatisfaction with the quality of life in the City, City services, and the individual departments. Due to the overrepresentation of Anglos, the elderly, women, and college-educated residents, the following demographic variables were dichotomized to determine if a significant difference of opinion (a difference of 5 percentage points or higher) existed between overrepresented groups and other groups: race, age gender and highest level of educational attainment.

The vast majority of City of South Miami residents surveyed (347 or 85.7%) rated the quality of life within the City as good/excellent with 92.8% of Anglos being satisfied with the quality of life in the City compared to 79.8% of non-Anglos. Residents were asked to evaluate the importance of 13 City issues. Residents were concerned primarily with crime/safety (71.5% indicated it was very important) and property taxes (70.1%). Not surprisingly when asked what the top priorities for the City's elected officials should be 17.6% of residents cited crime/safety while 8.3% cited property taxes. The most commonly cited priority was good governance/accountability (21.8%). When asked to rate the overall value of City services for their tax dollars 67.7% of respondents described City services as good/excellent. A striking difference in satisfaction with City services is evident between those residing in South Miami for ten years or less (58.4%) and residents of longer tenure (70.9%). Anglo residents were more satisfied with City services (76.3%) than non-Anglos (59.8%).

Survey respondents were asked to rate fourteen different aspects of life within the City of South Miami on a scale from poor to excellent. The vast majority of respondents (75% or greater) were satisfied with garbage/trash collection, the cleanliness of streets in neighborhoods and commercial areas, the appearance of city buildings, the condition of roads and landscape maintenance in rights of way and public spaces. Furthermore, the majority of residents had good/excellent ratings of the City's police force, parks and garbage pick-up.

Most respondents (65.7%) agreed or strongly agreed they had a good experience contacting the City government. This is due primarily to the courtesy and politeness of staff (73.6%) and not to the staff's training given how only 52.9% agreed/strongly agreed the staff had proper training and knowledge to address their requests.

The major sources of information for news about the City of South Miami were newspapers (50.2%), television (26.7%) and neighbors (18.4%). The majority of respondents (56.1%) rated the performance of South Miami in keeping residents informed on city events and public projects as good/excellent. Most residents surveyed (80.7%) had good/excellent ratings of City services, indicated they saw themselves living in South Miami three years from now (89.9%), and would recommend South Miami as place to live and work (86.1%).

Methodology

The 408 survey responses were collected from a random sample of City of South Miami residents who agreed to answer a questionnaire regarding various city services. The survey instrument was designed by the FIU Metropolitan Center, and then reviewed and approved by the City of South Miami. The questionnaire included general quality of life questions, as well as specific questions on the performance of various departments and the delivery of services within the city. The survey also collected demographic information from the participating respondents.

The survey participants were obtained from a list of approximately 4,500 South Miami residents. Responses were solicited by expert interviewers fluent in English and Spanish, and responses were collected in the respondent's language of choice.

The survey was implemented over a two week period, from August 26 through September 9, 2010. Survey calls were made in the evening on workdays, as well as on Sundays, from noon until 7 pm, excluding holidays.

The 408 survey responses provide for a 95% confidence interval and a +/- 5% margin of error.

It should be noted that the survey was conducted over the phone with the adult householder who answered. All demographic questions were asked at the end of the survey, and responses were collected and analyzed regardless of demographic characteristics. Moreover, calls were only made to landline phones and this method of response collection over samples people of higher age and income. By comparison, cell phone only users are younger, less affluent, less likely to be married or to own their home.

Recent research reported in the National Health Interview Survey conducted in 2009 shows that of those living below the federal poverty level of about \$22,000 a year for a family of four, 36 percent have only cell phones. Twenty-nine percent of the near-poor — between the poverty level and \$44,000 annually for a family of four — are cell phone users only, as are 20 percent of those with higher incomes. In addition, more than a third of people under age 35 — including about half of those in the ages 25 to 29 — have only cell phones. The figure drops steadily at age 35 and after, with only about 1 in 20 people age 65 and older relying only on mobile service.¹

The survey method selection was based on comparison of the costs and benefits of the relatively inexpensive phone methodology vs. in-person, online or cell phone survey implementation. In terms of cost, the four methods of survey data collection can be ranked, from highest to lowest, as in-person, cell phone, landline phone, and online. While the most affordable, online surveys are also the least representative as they require the respondent to have an email and access to a computer. Online survey respondents are usually well educated, relatively affluent, and generally in the younger age groups. Cell phone survey implementation is difficult and expensive because of the lower response rate and less willingness of cell phone users to complete a survey while using their plan or prepaid minutes, even if incentives are provided. In person surveys (door-to-door) are very labor intensive but have a good response rate and can be more representative than others.

¹ U.S. Department of Health and Human Services. (2009). Centers for Disease Control and Prevention. Early Release Brochure. http://www.cdc.gov/nchs/data/nhis/earlyrelease/ER_booklet.pdf

Survey Results

Demographic Information

- ❖ A total of 408 surveys were carried out from August 26, 2010 to September 9, 2010.
- ❖ According to 2000 United States Census, 48.1% of South Miami residents were male compared to 51.9% females. In the survey sample, 152 respondents were male (37.3%) while 255 were female (62.7%). Thus, females were slightly overrepresented.
- ❖ According to the U.S. Census, 13.6% of City residents in 2000 were 65 years or older. Approximately one-third of all respondents were 65 years or older (34.5%). The age distribution is as follows:
 - ◆ 10 (2.5%) between 18 and 24
 - ◆ 26 (6.5%) between 25 and 34
 - ◆ 36 (9%) between 35 and 44
 - ◆ 75 (18.7%) between 45 and 54
 - ◆ 97 (24.1%) between 55 and 64
 - ◆ 81 (20.1%) between 65 and 74
 - ◆ and 58 (14.4%) ages 75 and older.
- ❖ According to 2000 United States Census, 38.9% of South Miami residents were Anglo compared to 24.7% Black and 34.4% Hispanic. In the survey sample, Anglos were overrepresented. In fact, of the 408 residents surveyed,
 - ◆ 48 (12.2%) were non Cuban Hispanic/Latino
 - ◆ 57 (14.5%) were Cuban
 - ◆ 208 (53.1%) Anglo
 - ◆ 58 (14.8%) African-American
 - ◆ 21 (5.4%) Other
- ❖ The survey also overrepresented college-educated residents. In fact, According to 2000 United States Census, 38.1% of South Miami residents had at least a bachelor's degree. In terms of the highest level of educational attainment, 265 (68.5%) of survey respondents had at least a bachelor's degree. The distribution of calls is as follows,
 - ◆ 10 (2.6%) had less than high school diploma
 - ◆ 57 (14.7%) had high school diploma or GED
 - ◆ 54 (14%) had some college
 - ◆ 144 (37.2%) were college graduates
 - ◆ 72 (18.6%) had a graduate degree
 - ◆ 49 (12.7%) had a professional degree.
- ❖ Over three-fourths of respondents had lived in the City of South Miami at least ten years. The distribution is as follows:
 - ◆ 1 (.3%) less than 1 year

- ◆ 11 (2.8%) 1 to 3 years
- ◆ 12 (3%) 3 to 5 years
- ◆ 65 (16.4%) 5 to 10 years
- ◆ 307 (77.3%) over 10 years.
- ❖ In terms of language,
 - ◆ 364 (89.2%) of surveys were conducted in English.
 - ◆ 44 (10.8%) were conducted in Spanish.

Satisfaction with Quality of Life/General Issues

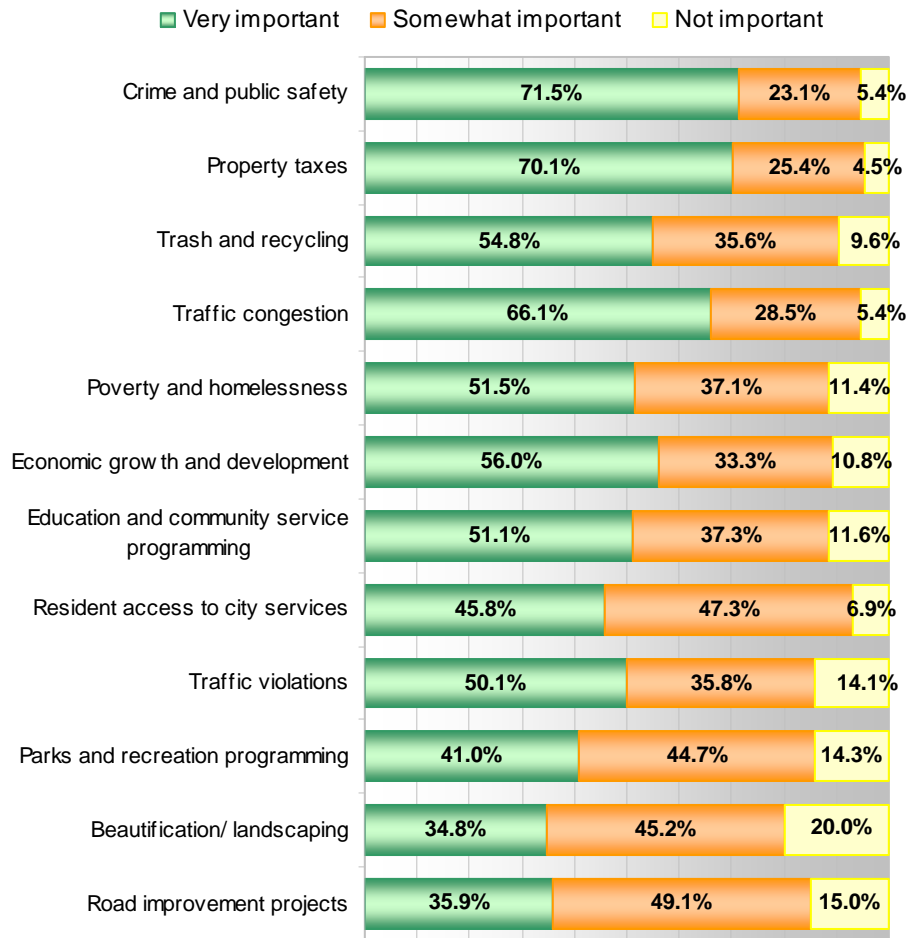
- ❖ The following analysis breaks down the individual questions posed to respondents and cites significant differences among groups for each of the demographic variables: age, gender, race/ethnicity, educational attainment and years residing in South Miami. Due to overrepresentation of certain groups demographic variables have been dichotomized to account for differences between overrepresented groups and others (for example Anglos and elderly residents). The following compares distinctions between demographic groups between the overrepresented residents and others only if a difference of 5% points or more was evident in their opinions.
- ❖ The vast majority of City of South Miami residents surveyed (347 or 85.7%) rated the quality of life within the City as good/excellent.
 - ◆ In terms of the demographic variables, a noticeable difference in the evaluations of the quality of life in South Miami is apparent in race and the highest level of educational attainment. Individuals who did not have a college degree were less likely to be satisfied with the quality of life in the City (82.6%) than residents with at least a bachelor's degree (88.9%).
 - ◆ When comparing Anglos with other racial/ethnic groups, Anglos were more likely to view the quality of life in the City as good/excellent (92.8%) compared to non-Anglos (79.8%).
- ❖ Residents were asked to evaluate the importance of 13 City issues. Excluding road improvement projects, beautification/landscaping, parks and recreation programming and resident access to City service, the majority of residents felt all these issues were very important. The twelve issues are listed in the following bullet points.
- ❖ 224 or 56% of respondents considered economic growth and development of South Miami very important.
 - ◆ Men were less likely to view this issue as important (48.7%) than women (60.2%).
 - ◆ The working age population (18 to 64) was more likely to consider this issue very important (58.6%) than their elders (49.3%).
 - ◆ Non-college educated residents were more inclined to view economic growth and development as very important (60.8%) than college educated residents (53.3%).
 - ◆ Anglos placed a lower priority on growth and development (44.6%) than non-Anglos (67.2%).

- ◆ Residents living ten years or less in South Miami were more likely to rate this issue as very important (63.2%) than those residing in South Miami over ten years (53.2%).
- ❖ Traffic congestion was considered a very important issue by 269 respondents or 66.1% of the survey sample.
 - ◆ The working age population was more likely to consider this issue very important (68.7%) than their elders (60.4%)
 - ◆ Residents living ten years or less in South Miami were more likely to rate this issue as very important (60.7%) than those residing in South Miami over ten years (67%).
- ❖ Half of residents surveyed (203 or 50.1%) considered traffic violations (speeding, running red lights) very important.
 - ◆ 42.4% of men felt this issue was important compared to 54.5% of women.
 - ◆ 46.1% of Anglos felt the same compared to 53.6% of non-Anglos.
- ❖ 291 respondents (71.5%) identified crime and public safety as a very important issue for the City.
 - ◆ Working age residents were more likely to consider this issue very important (73.7%) than their elderly counterparts (66.9%).
 - ◆ Residents living ten years or less in South Miami were more likely to rate this issue as very important (77.3%) than those residing in South Miami over ten years (69.7%).
- ❖ Road improvement projects were considered very important by 146 residents (35.9%).
 - ◆ Non-college educated individuals were more likely to view this as a very important issue (38.8%) than college educated residents (33.7%).
 - ◆ Men were less likely (30.5%) than women to consider road improvements very important (38.8%).
 - ◆ Anglos were less likely (30.9%) than non-Anglos to view this as very important (41.3%).
 - ◆ Those residing less than 10 years in South Miami were less likely (31.5%) to consider road improvements very important than residents with longer tenure (36.9%).
- ❖ Beautification/landscaping was considered very important by 141 residents or 34.8%.
 - ◆ Anglos were less likely to view this issue as very important (28.6%) than non-Anglos (41.8%).
 - ◆ Working age residents were less likely to view this issue as very important (31.4%) than their retiree aged counterparts (38.1%).
 - ◆ Men were less likely to view this as very important (30.5%) than women (37.2%).
- ❖ Parks and recreation programming was considered very important by 166 respondents (41%).
 - ◆ Women were more likely to view this as very important (44.7%) than men (35.1%).
 - ◆ Anglos were less likely to view this as very important (37.2%) than non-Anglos (45.1%).

- ◆ Working age residents were more likely to view parks and recreation (43.2%) as very important than were their older counterparts (35.3%).
- ❖ Education and community service programming were ranked very important by 207 (51.1%) survey respondents.
 - ◆ 53.9% of working age residents felt education was very important compared to 47.5% of retiree age residents.
 - ◆ Non-Anglos were more concerned with the importance of education (58.2%) than Anglos (44.4%).
 - ◆ Women were more likely to view this issue as very important (55.7%) than men (43%).
 - ◆ College-educated residents were less likely (49.2%) to consider this issue important than the non-college educated (58%).
 - ◆ Those residing in South Miami ten years or less were more likely to view education as very important (60.2%) than those residing in the City over ten years (48.9%).
- ❖ Resident access to City services was considered very important by 186 residents (45.8%).
 - ◆ Those residing in South Miami ten years or less were more likely to view this as very important (51.7%) than those residing in the City over ten years (44.3%).
 - ◆ College-educated residents were less likely (48.1%) to consider this issue important than the non-college educated (42.5%).
 - ◆ Women were more likely to consider resident access to City services very important (48.4%) than men (41.1%).
- ❖ Property taxes were considered very important by 282 residents (70.1%).
 - ◆ Elderly residents were less likely to view this issue as very important (45.6%) than the working age population (53.1%).
 - ◆ A large discrepancy exists between the importance men (42%) and women place on this issue (57%).
 - ◆ Non-Anglos were more likely to view this as very important (55.8%) than were Anglos (47.3%).
 - ◆ Non-college educated residents were more likely (55.8%) than those with at least a bachelor's degree to view property taxes as very important (47.3%).
- ❖ 207 residents (51.5%) identified poverty and homelessness as very important.
 - ◆ Older residents were less likely to identify poverty as a pressing concern (45.6%) than were working age residents (53.1%).
 - ◆ Women were more likely to view this as very important (57%) than men (42%).
 - ◆ Non-Anglos were also more likely to view poverty as very important (55.8%) than Anglos (47.3%).
 - ◆ College educated residents (47.3%) were more likely than non-college educated residents to view this as important (55.8%).

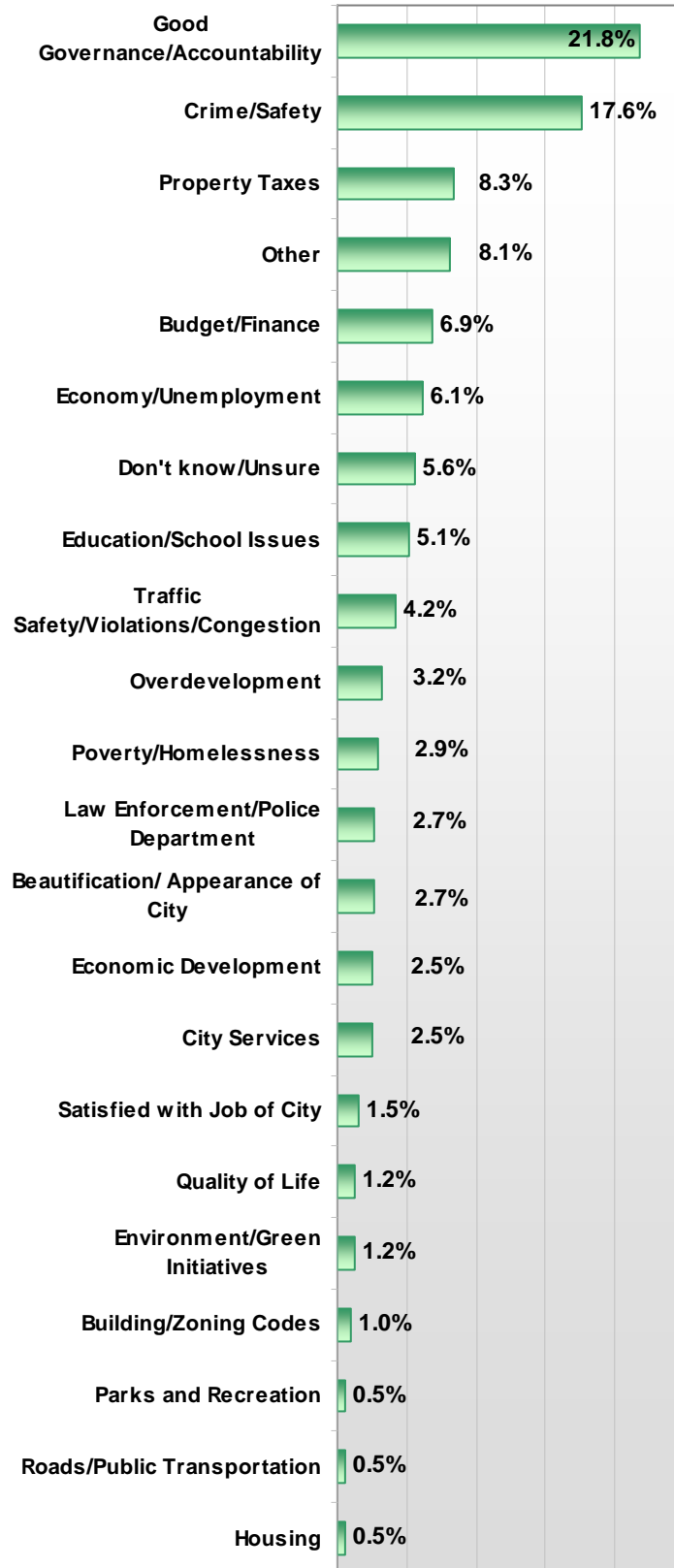
- ❖ 223 residents (54.8%) identified trash and recycling as very important.
 - ◆ The difference was most pronounced between the college educated (50%) and the non-college educated (62.8%) and between men (46.1%) and women (59.8%).
 - ◆ Non-Anglos were more likely to consider this issue very important (58.7%) than Anglos (51.2%).

Resident Perceptions of Importance of Issues for City of South Miami



- ❖ South Miami residents were asked to describe what the top priority of the City’s elected officials and senior staff should be. In this open-ended question, residents gave an array of responses which were categorized by topic. The most commonly cited priorities were:
 - ◆ Good governance/accountability (89 or 21.8%)
 - ◆ Crime/safety (72 or 17.6%)
 - ◆ Property taxes (34 or 8.3%)
 - ◆ Other (33 or 8.1%)
 - ◆ Budget/finance (28 or 6.9%).
- ❖ Please see page 20 for the open-ended responses to this question.

Resident Top Priorities for South Miami’s elected Officials and Senior Staff



- ❖ South Miami residents were asked to rate the overall value of City services for the tax dollars paid on a scale from poor to excellent. Slightly over two-thirds of residents (275 or 67.7%) described the value of City services as good/excellent.
 - ◆ A striking difference in satisfaction with City services is evident between those residing in South Miami for ten years or less (58.4%) and residents of longer tenure (70.9%).
 - ◆ College graduates were more likely to be satisfied with services (69.6%) than those with no college education (64.4%).
 - ◆ Anglo residents were more satisfied with City services (76.3%) than non-Anglos (59.8%).
 - ◆ Women were more satisfied with City services (70.8%) than men (62.2%).

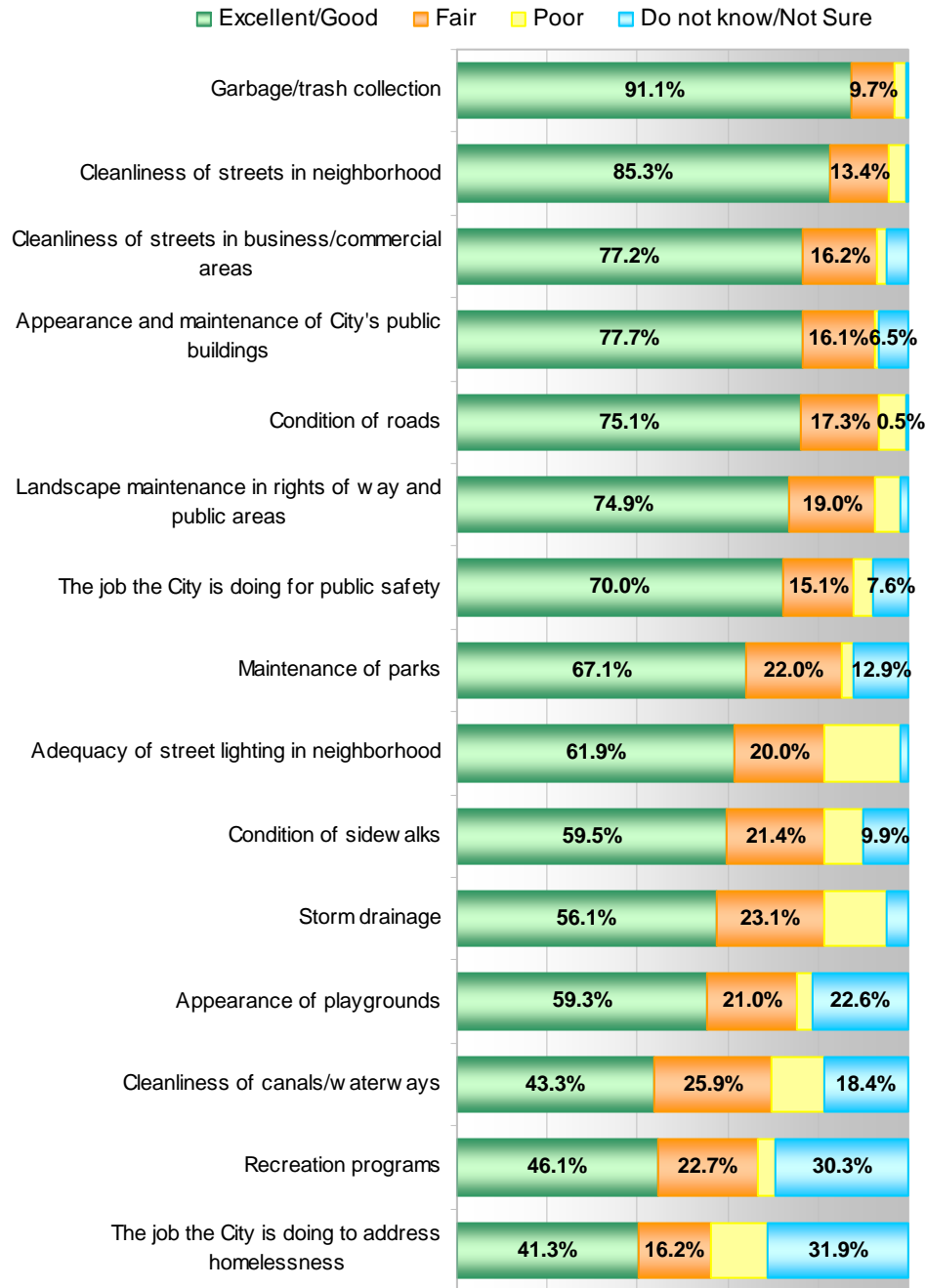
City Characteristics

- ❖ Survey respondents were asked to rate fourteen different aspects of life within the City of South Miami on a scale from poor to excellent. The results are detailed in the following bullet points and key differences among demographic groups are analyzed.
- ❖ 348 respondents (85.3%) rated the cleanliness of streets in their neighborhood as good/excellent.
 - ◆ A striking difference in satisfaction with the cleanliness of streets is evident between those residing in South Miami for ten years or less (80.9%) and residents of longer tenure (87.6%).
 - ◆ 82.6% of non-college graduates were satisfied with this aspect of the City while 88.3% of college graduates indicated the same.
- ❖ The majority of residents (325 or 79.9%) felt the cleanliness of streets in commercial areas was good/excellent.
 - ◆ A striking difference in the opinions on the cleanliness of streets can be observed between Anglos (84.7% good/excellent ratings) and non-Anglos (76%).
 - ◆ Working age residents were more likely to have higher ratings of the cleanliness of these streets (83.6%) than their elderly counterparts (76.1%).
- ❖ Approximately four in ten (176 or 43.3%) respondents rated the cleanliness of canals/waterways good/excellent. For this issue no real distinctions were evident among the different demographic sectors of the survey sample.
- ❖ 228 respondents (56.1%) rated storm drainage in South Miami as good/excellent.
 - ◆ Non-college graduates were more likely to consider this issue good/excellent compared to 54.3% of college graduates.
 - ◆ 55.9% of men rated storm drainage good/excellent compared to 50.2% of women.
- ❖ 232 (59.5%) respondents rated the condition of sidewalks good/excellent.
 - ◆ Anglos were less likely (56.6%) to rate this aspect of South Miami favorably than non-Anglos (63.3%).
 - ◆ Whereas 57.1% of college graduates rated sidewalks as good/excellent, 64.4% of non-College graduates had similar ratings.
- ❖ 305 (75.1%) respondents indicated the condition of roads in the City was good/excellent.

- ◆ 71.7% of men had favorable ratings of the condition of roads compared to 77.1% of women.
- ❖ Approximately 6 in 10 (252 or 61.9%) respondents rated the adequacy of street lighting in their neighborhood as good/excellent.
 - ◆ Whereas 65.1% of residents living in South Miami in excess of ten years had a favorable rating of the street lighting, 52.8% of those residing in the City ten years or less indicated the same.
 - ◆ 67.6% of Anglos were satisfied with street lighting compared to 56% of non-Anglos.
 - ◆ Working age residents were less likely (57.2%) to be satisfied with street lighting than retirees (69.1%).
- ❖ The vast majority (317 or 77.7%) of respondents rated the appearance and maintenance of the City's public buildings good/excellent.
 - ◆ Whereas 82% of working age residents were satisfied with the appearance and maintenance of buildings, 73.3% of elderly residents indicated the same.
 - ◆ 73.5% of non-College graduates and 80.7% of college graduates were satisfied with this aspect of life in the City.
 - ◆ 83.2% of Anglos had satisfactory ratings of City buildings compared to 71.2% of non-Anglos.
 - ◆ Residents of shorter tenure (10 years or less) were less satisfied with the condition of City buildings (68.5%) than those with longer tenure (80.8%).
- ❖ 187 (46.1%) respondents had good/excellent evaluations of the City's recreation programs.
 - ◆ 48.3% of Anglos were satisfied with recreation programs compared to 43.2% of non-Anglos.
 - ◆ Whereas 52.9% of non-college graduates had positive evaluations of the City's recreation programs, only 44.1% of college graduates had similar ratings.
 - ◆ 43.6% of working age residents and 50.7% of retiree aged respondents were satisfied with these programs.
- ❖ Most survey respondents (242 or 59.3%) rated the appearance of playgrounds good/excellent.
 - ◆ Whereas 62.8% of residents with longer tenure were satisfied with the appearance of playgrounds, only 48.3% of residents with shorter tenure indicated the same.
- ❖ 274 (67.1%) respondents rated the maintenance of parks good/excellent.
- ❖ 303 (74.9%) residents had satisfactory evaluations of landscape maintenance in rights of way and public areas.
 - ◆ 70.9% of men and 77.5% of women rated landscape maintenance in rights of way and public areas as good/excellent.
 - ◆ Whereas 78.7% of Anglos had positive ratings of landscape maintenance in these areas, only 70.6% of non-Anglos had positive evaluations.

- ◆ 81.8% of non-College graduates were satisfied with this aspect of life in South Miami compared to 73.4% of non-Anglos.
- ❖ Approximately nine in ten (370 or 91.1%) respondents had good/excellent evaluations of garbage/trash collection.
 - ◆ Whereas 92.8% of residents with longer tenure (over 10 years) were satisfied with garbage pickup, only 86.5% of residents with shorter tenure indicated the same.
- ❖ Roughly four in ten respondents (168 or 41.3%) had good/excellent evaluation of the City's efforts in addressing homelessness.
 - ◆ Anglos were less satisfied than non-Anglos as evidenced by 37.5% and 45.7% excellent/good evaluations by Anglos and non-Anglos respectively.
 - ◆ College graduates were slightly less satisfied than non-college graduates (ratings of 39.3% and 44.6% respectively).
 - ◆ 38.1% of working age residents were satisfied with the city's efforts to address homelessness compared to 47.4% of retiree aged residents who indicated the same.
 - ◆ 37.1% of those residing in South Miami for ten years or less and 42.7% of those with tenures in excess of ten years had good/excellent evaluations of the City's homelessness efforts.
- ❖ 282 (70%) residents indicated the City was doing a good/excellent job for public safety.

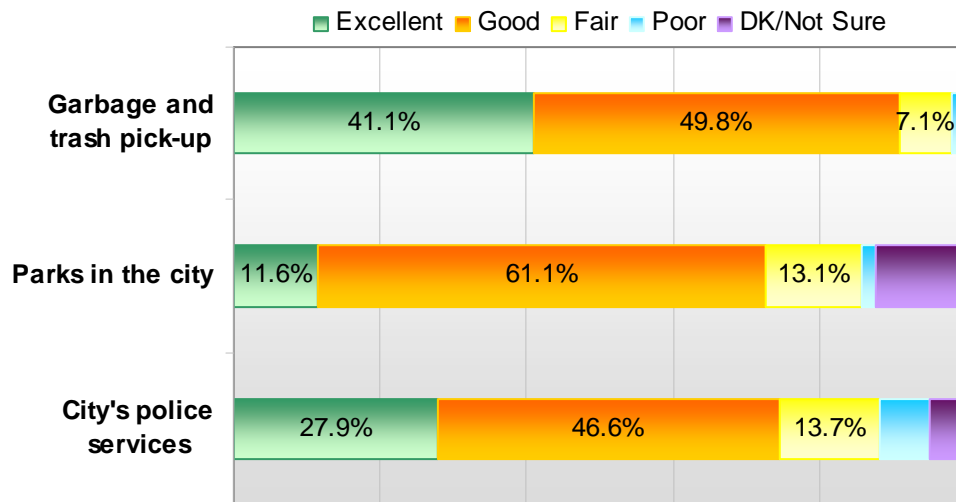
Evaluations City Services and Programs



- ❖ Three-fourths (304 or 74.5%) of respondents had good/excellent ratings of the City's police services.
 - ◆ Whereas, 79.8% of Anglos were satisfied with police services only 69.6% of non-Anglos had similar evaluations.

- ◆ 72.5% of working age residents and 79.9% of elderly residents had good/excellent evaluations of police services.
- ◆ Whereas 76.3% of residents living in South Miami in excess of ten years were satisfied with police services, only 69.7% of those residing in the City ten years or less had favorable ratings.
- ❖ 295 (72.7%) respondents evaluated the City’s parks as good/excellent.
 - ◆ 68.8% of women and 78.9% of men had satisfactory ratings of parks.
- ❖ Nine in ten residents (369 or 90.9%) had good/excellent ratings of the City’s trash pick-up.

Evaluations Trash Pick-up, Parks & Police Services

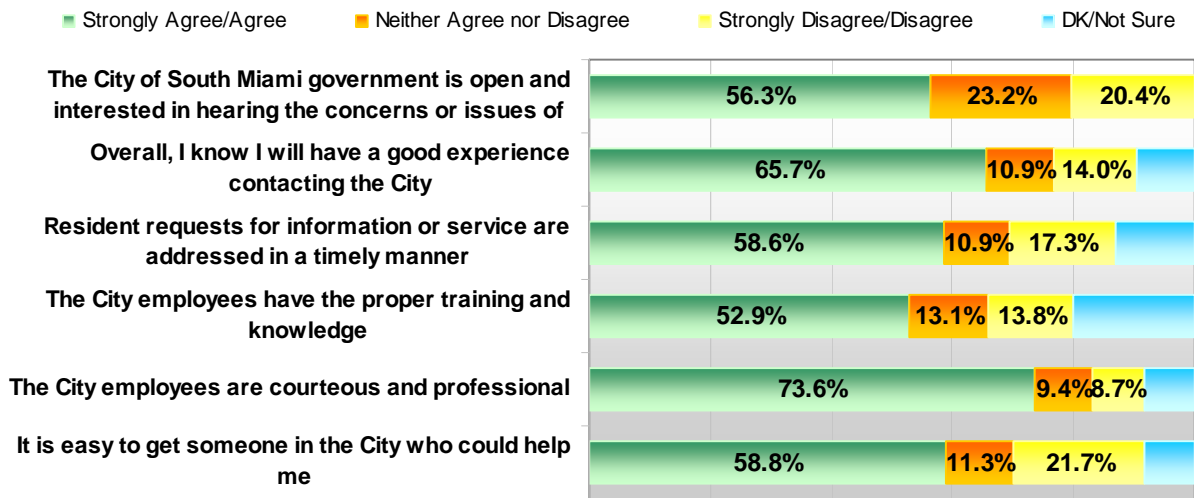


Evaluations City Employees

- ❖ Residents were asked to evaluate certain aspects of City Hall and City employees on a five point Likert scale ranging from strongly disagree to strongly agree.
- ❖ 239 (58.8%) residents felt it was easy to get someone in the City that could help them.
 - ◆ 55% of those residing in the City for ten years or less agreed/strongly agreed with this statement compared to 61.2% of those with longer tenures.
 - ◆ Whereas 62.5% of Anglos agreed/strongly agreed with this claim only 56.9% of non-Anglos felt the same way.
- ❖ 299 (73.6%) respondents claimed city employees were courteous and professional.
 - ◆ 66.3% of those residing in the City for ten years or less agreed/strongly agreed with this statement compared to 76.3% of those with longer tenures.
- ❖ The majority (214 or 52.9%) of residents felt City employees had the proper training and knowledge.

- ◆ Whereas 61.1% of non-college graduates were satisfied with the training and knowledge of City employees, only 49.8% of college graduates had similar evaluations.
- ◆ Whereas 59.1% of non-Anglos were satisfied with the knowledge of employees only 47.6% of Anglos indicated the same.
- ❖ 237 (58.6%) respondents agreed/strongly agreed resident requests for information or service were addressed in a timely manner.
 - ◆ 61.2% of women and 54.3% of men agreed/strongly agreed with this claim.
 - ◆ Whereas 66.2% of residents ages 65 and older were satisfied with the efficiency of addressing resident request, only 54.5% of working age residents had positive evaluations of the timeliness of addressing resident requests.
 - ◆ 49.4% of those residing in the City for ten years or less agreed/strongly agreed with this statement compared to 60.9% of those with longer tenures.
- ❖ 266 (65.7%) respondents agreed/strongly agreed that they had an overall good experience contacting the City.
 - ◆ 72.7% of non-college graduates and 63.4% of college graduates had a good overall experience contacting the City.
 - ◆ 68.7% of Anglos and 63.4% of non-Anglos were satisfied with their experience contacting the City.
 - ◆ 68.7% of those residing in South Miami in excess of ten years agreed/strongly agreed with this claim compared to 55% of those residing ten years or less in the City.
- ❖ 221 (56.3%) respondents agreed/strongly agreed that the City government was open and interested in hearing their concerns.
 - ◆ 60.2% of Anglos and 53.7% of non-Anglos had positive evaluations of City Hall's interest in hearing residents.
 - ◆ Whereas 63.5% of those without college degrees agreed/strongly agreed with this claim only 54.5% of college graduates felt the same way.
 - ◆ 51.7% of those residing ten years or less in South Miami and 58.7% of those with a tenure in excess of ten years agreed/strongly agreed with this claim.

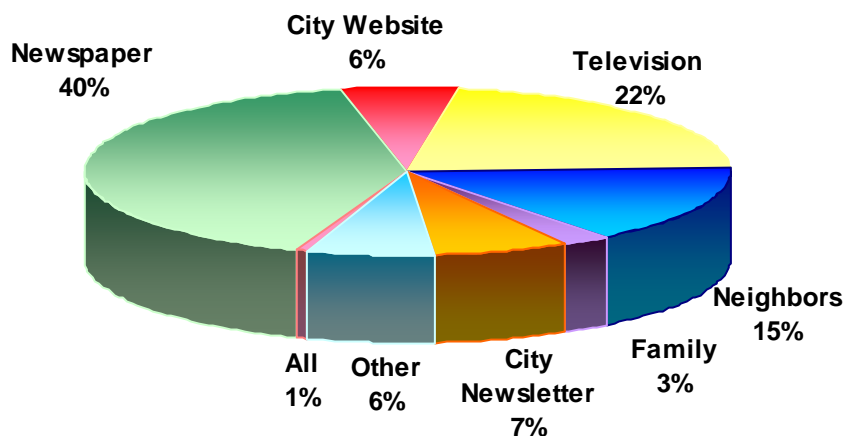
Evaluations of City Hall and City Employees



Sources of Information

- ❖ Residents listed newspapers (205 respondents or 50.2%), Television (109 or 26.7%), their neighbors (75 or 18.4%) and the City of South Miami newsletter (33 or 8.1%) as their primary information source for news about South Miami.

Sources for News and Information about South Miami



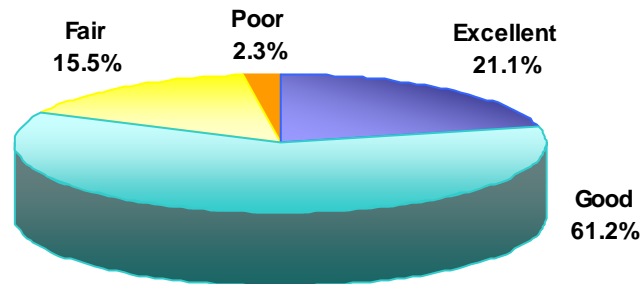
- ❖ 226 respondents (56.1%) rated the performance of South Miami in keeping residents informed on city events and public projects as good/excellent.

- ◆ Whereas 65.2% of non-college graduates felt the City did a good/excellent job of keeping them informed, only 54% of college graduates were satisfied with the City’s efforts at keeping residents informed.
- ◆ 53.6% of Anglos and 60.4% of non-Anglos were satisfied with the efforts of the City to keep residents informed.

Overall Ratings for City of South Miami

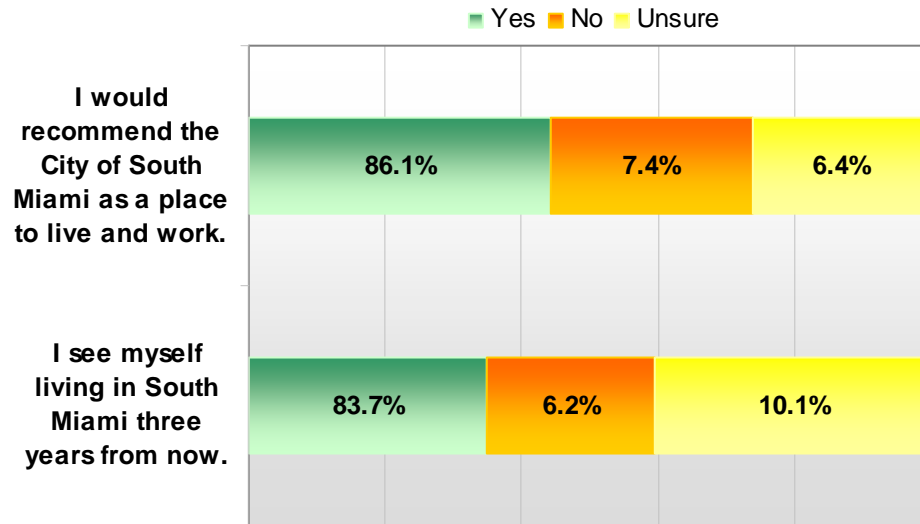
- ❖ Respondents were also asked to evaluate their City’s overall services from poor to excellent. 324 (80.7%) had good/excellent ratings of City services.
- ◆ Race was the only demographic variable with large differences of opinion on overall evaluations of City services. Whereas 76.3% of non-Anglos had good/excellent ratings of City services, 85.6% of Anglos were satisfied with South Miami services.

Overall Ratings City of South Miami Services



- ❖ 364 (89.9%) respondents indicated they saw themselves living in South Miami three years from now.
- ❖ 348 (86.1%) residents surveyed would recommend the City of South Miami as place to live and work.
- ◆ A sharp difference exists in regards to gender with 83.1% of women agreeing with this sentiment while 91.3% of men would recommend the City to others.

Recommend/Live in South Miami



Open-ended Comments

| Budget/Finance |
|---|
| Narrow examining of budget to reduce waste |
| Not wasting money on projects |
| Cost effectiveness |
| Management of budget |
| Balancing budget of city |
| Money management |
| Budgeting and finance |
| Managing the budget |
| Budgets and debts |
| Making necessary cuts and budget fit well |
| Adapt to the budget |
| Budget Control |
| work on balancing budget and saving money |
| keep city within budget |
| Budget |
| Properly manage budget |
| Balancing the budget |
| Budget |
| Controlling city's finances |
| To carry out the budget of the City in the best way |
| Use tax money wisely |
| Budgeting |
| Building/Zoning Codes |
| proper building codes |
| City services |
| communities services |
| Run services |
| Services |
| Services are ok |
| Maintain and improve the services |
| Services they provide |
| Services to youth |
| Services |
| City services |
| Public Services |
| Crime/Safety |
| Taking care of homeless, more money, more protection from crime |
| Make a beautiful and safe place to live |
| Making City better and safe |
| Crime, safety |
| Keep residents safe |
| Personal safety |
| Public safety, crime |
| Public Safety |

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|---|
| Safety |
| Safety |
| Safety |
| Crime and public safety |
| Public safety |
| Crime |
| Safety and crime |
| Safety |
| Crime |
| Safety |
| Crime |
| Crime |
| Crime and public safety |
| Safety |
| Safe place to live |
| Crime |
| Make the community safe and educated as possible |
| Safety |
| Reducing crime |
| Crime and safety |
| To keep residents safe |
| Crime |
| Crime and public safety |
| Safety |
| Crime |
| Safety |
| Crimes |
| Safety |
| Crime and public safety |
| Crime |
| Public safety and crime |
| Crime |
| Safety |
| Crime |
| Security |
| Safety for the community |
| Crime |
| Security |
| Crime |
| Crime Prevention |
| Safety |
| Crime |
| Safety |
| Crime and Public Safety |
| Beautification/Appearance of City |
| Standard of living, how city looks |
| Maintain city of pleasant living, keep down noise, repair |

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|---|
| Remodeling of area |
| Keeping the place nice |
| Beautification/Landscaping |
| Cleaning neighborhoods |
| Beautification, homelessness, traffic congestion, resident safety |
| Economic Development |
| Economic development |
| Economic development |
| Ensuring development benefits residents |
| Development |
| Economic development |
| Economic growth |
| Economic development |
| Economic growth and development |
| Economy/Unemployment |
| Economy |
| Economy |
| Economy |
| Economic issue |
| Economy |
| Economics and finance |
| Jobs |
| Jobs |
| Jobs |
| Jobs |
| More jobs |
| Employment |
| Jobs |
| More jobs |
| More jobs |
| Employment |
| Jobs |
| Making more jobs |
| More work and increase salaries |
| More jobs for youth and better education |
| Education/School Issues |
| Education and community service |
| Education |
| Education |
| Need more public education |
| Education |
| Education |
| Education |
| Education for children |
| Education |
| Education |
| Education |

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|---|
| Education |
| School and education |
| School improvement |
| School violence |
| Schools mostly |
| Improving education |
| Environment/Green initiatives |
| more green places |
| Keep city green |
| Green initiatives |
| Good Governance/Accountability |
| To see that the various issues are more taken care of |
| Communication understanding the diversity of the community |
| Serve the people of the community |
| Referendum election, new city commission |
| manage the city business |
| Take care of the City |
| Reducing local government to the essentials |
| Running the city good and do what is more convenient for citizens |
| Residential character and look, maintain honesty |
| Listen to people |
| Continuity of city employees, too much power to individuals |
| Being fair and not ignoring people |
| Listening to constituents, asking them and not listening to lobbyists |
| To govern as best as they can |
| To get their act together |
| Honesty |
| Integrity in government |
| Honesty, commissioners need to start thinking about people in the City and not themselves |
| Improvement of City Council |
| Honesty |
| To see that the people are treated fairly |
| Corruption |
| Honesty among politicians, political ethics |
| Fair representation of entire community |
| Politics, get them straight |
| Corruption |
| Efficiency of government |
| Effective wrong government |
| Integrity |
| Less fighting within government |
| No corruption, honesty, do jobs effectively |
| Conduct themselves in honest and professional manner |
| Interest in the entire community |
| Good administrative policy |

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| Get act together |
| Leave politics out |
| Do what is promised |
| More team work among elected officials. Senior staff needs greater support of the top administrator by the elected officials |
| Good government |
| Better use of City's money |
| Less corruption |
| Listen to residents |
| Being Honest |
| Experience people |
| Educate government |
| Consistency in political appointments |
| civility, fix politics |
| honesty among them, accountability |
| Transparency, ethics, responses to citizens |
| Corruption |
| Fairness and quality in politics |
| Reorganizing city government |
| Openness in government |
| Honesty and transparency |
| Honesty in government |
| Don't steal money |
| Stop stealing money |
| Take care of the people in the city hall |
| Give citizens what they need |
| Be objective |
| Care for the people |
| Listen to resident requests |
| Restoring some confidence in City Hall |
| Integrity, stop being laughing stock |
| To work for the people and not for themselves |
| Less government |
| Stability to the government |
| Informed the City |
| Attention to community |
| Get good people |
| To be honest |
| Finding a new city manager |
| Get rid of vice mayor |
| Work together |
| Do what people want |
| Remove people who don't work |
| City government get together; management |
| Consistency, fair representation of all residents |
| Efficient government |
| Honesty and integrity |

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| Get rid of the whole staff and all of the above |
| Should acquaint with charter and firing everyone |
| Integrity within government |
| Housing |
| Housing |
| Overdevelopment |
| Maintaining the integrity of the small town |
| Stopping local intensity development |
| Maintain neighborhood, limit high rises |
| Keep a nice and pleasant city and not overcrowded |
| Keep development out |
| Keep community in order |
| keep developments in line with community characteristics |
| keeping density down |
| Keep it from growing, high raises |
| Keep city in its current state |
| Poverty/Homelessness |
| Homelessness |
| Get rid of some peddlers and homelessness |
| Poverty and homelessness |
| Poverty |
| work on helping unprivileged families |
| Work on the families that help |
| Property Taxes |
| Property taxes |
| Property taxes |
| Reduce property taxes |
| Lowering taxes |
| Taxes |
| Property taxes |
| Property taxes |
| Property taxes |
| Lowering property taxes |
| property tax containment |
| property taxes, keep them low if possible |
| Property taxes |
| lower property taxes |
| lower property taxes |
| Property taxes |
| Lowering property taxes |
| Lowering taxes |
| Reducing property taxes |
| Property taxes |
| Lowering taxes |
| Taxes needs work |
| Lower property taxes |
| Work on taxes |

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| To reduce property taxes |
| Roads/Public Transportation |
| Roads |
| Public transportation |
| Quality of Life |
| Maintaining quality of life in City and making sure resident areas stay for residents |
| Maintain the quality of city in light of budget |
| Quality of life of people |
| Improving quality of life |
| Focus on a better life for citizens |
| Satisfied with job of City Officials |
| They are doing a good job |
| They already know what they are doing |
| Good job |
| Keep up the good work |
| Keep things as they are now |
| Keep things well done |
| Traffic Safety/Violations/Congestion |
| Safety and traffic |
| Traffic and safety, park, sidewalk |
| Traffic |
| Traffic |
| Traffic violation |
| Traffic control |
| Traffic control and reducing concession to business |
| Traffic Congestion |
| Improve traffic |
| Speeding violations |
| Traffic violations and traffic at certain times |
| Stop people speeding, control traffic |
| Other |
| Parks, traffic, safety, cleanliness of city |
| Community outreach |
| Ozoning, Corruption, Safety, Honest Gov. |
| Leave the city as a small city, motivate resident involvement, develop community programs for all age groups |
| Property taxes, general betterment of city |
| Expansion and growth of the community and more events |
| Maintaining taxes, crime, maintaining pleasant living, helping the needy |
| Spend money wisely, avoid corruption, make city walkable |
| Dissolve the City |
| Property area |
| Reduce taxes, reduce student tuition |
| Take care of debts, including police pension funds, more swimming pools, more garages |
| Stop all the violations |
| Stop playing around with more stops at Sunset, too much traffic, raising property taxes while the worth of the house decreases |

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| Health system |
| Recycling and traffic congestion |
| More concern about elderly and youth employment and quality of police department |
| Maintain the balance |
| Maintain a healthy resident area environment |
| Reinforcing above issues |
| Keep city safe, taxes reasonable and control spending |
| City codes, traffic violations, police department enforcement |
| Job growth, traffic, safety |
| A good police force, get better garbage cans |
| Address all the 13 issues |
| Behavior of city, rude |
| Adequate spending regulation by University of Miami |
| No options for cable company Atlantic Broadband; monopoly |
| Noise pollution |
| Entertainment for kids |
| Garbage trash, not recycling because it is a waste of money |
| Brains |
| Civic education for everyone |
| Controlling the development of Mr. Mansions |
| To quit |
| Give South Miami residents free parking pass |
| Budget and homelessness |
| Balancing budget and property taxes |
| Law Enforcement/Police Department |
| Law enforcement |
| Speeding tickets being given by young police who are disrespectful |
| Police service |
| Police department is terrible |
| Police Department |
| Police crimes |
| Police trying to give many traffic violations |
| Parks and Recreation |
| Parks and recreation |
| Reclaiming parks for city residents |
| Multiple Issues |
| Poverty, cleanliness |
| Keeping South Miami safe and clean |
| Keeping the city clean and safe |
| Safety and efficiency |
| Economic development, budget |
| Development and education |
| No more construction, traffic |
| Keep budget under control, crime |
| Addressing property taxes and homelessness |
| Keep construction at 2 stories max. Keep property taxes at 2010 level. |
| Keep density low, buildings low |

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| Too many tickets in speed traps, transparency and good government |
| See what is happening in the community rather than the politicians doing what they want. Need the police to calm down. |
| No more backroom deals, not raise taxes, solid police chief not following underhand deals |
| Housing, crime |
| Climate control, public safety |
| Commitment to citizens, enforce zone violations |
| Do not be involved in petty issues, homelessness, poverty being responsive to the entire community |
| Good use of the money, avoid waste, be green |
| Improving congestion, downtown/enforcing building code |
| Safe neighborhood, traffic congestion, crime |
| Crime and education |
| Education, crime |
| Tax and pleasant environment |
| Crime, help on housing for homeless people |
| Education, homelessness |
| Safety and economy |
| Crimes and work |
| Economy, crime |
| economic issues, crime |
| Property taxes, public safety |
| Crime, taxes |
| fight crime, reduce taxes |
| Safety and taxes down |