

TOWN OF MIAMI LAKES, FL

FY2019 | 4th Quarter Performance Metrics | July – September

The Town of Miami Lakes strives to be accessible and accountable to the public we serve. As part of this ongoing effort, this report provides a narrative for each performance area and shares information on departmental goals and successes. All graphs are demonstrated on a fiscal year basis and most data is shown cumulatively.



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MIAMI LAKES
2025

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Letter From the Town Manager

Dear Mayor, Council and Residents,

I am pleased to present the Town of Miami Lakes Forth (4th) Quarter Performance Report for Fiscal Year 2018-2019. This report provides a narrative for each performance measure from July—September 2019.

The Town continually works to improve how we deliver services and measure and evaluate our performance. Performance measures are effective and reliable ways to assess the efficiency and effectiveness of our service delivery, as well as our responsibility to be good stewards of your tax dollars.

Our goals for this fiscal year include:

- 1) Implement data integrity worksheets to ensure our measures are tracked and recorded accurately
- 2) Have departments set realistic goals and targets which they can work toward achieving
- 3) Analyze data to assess performance and adjust service levels as needed



Edward Pidermann, Town Manager



Police

Cumulative Number of Police Targeted Crimes— Targeted crimes are crimes singled out to be tracked and targeted with police manpower.

From July to September the number of targeted crimes was 121 (41 in July, 32 in August, and 48 in September).

The overall increase in targeted crimes was due to an increase in vehicle burglaries. A review of the burglaries revealed that the common method of entry was unlocked vehicles. In many cases, security surveillance captured the incident and the footage retrieved was forwarded and utilized by investigators. Investigative efforts led to multiple arrests and initiating directed patrols in affected areas.

Cumulative Number of Police Calls for Service— The number of police calls for service has ranged from a monthly low of 1,176 in July, to a high of 1,408 in September, an average of 1,267 calls per month and a total of 3,800 police calls for service from July through September. Our police department strives to attend to every phone call received to ensure that each resident is assisted.

Number Police Targeted Crimes (Cumulative)

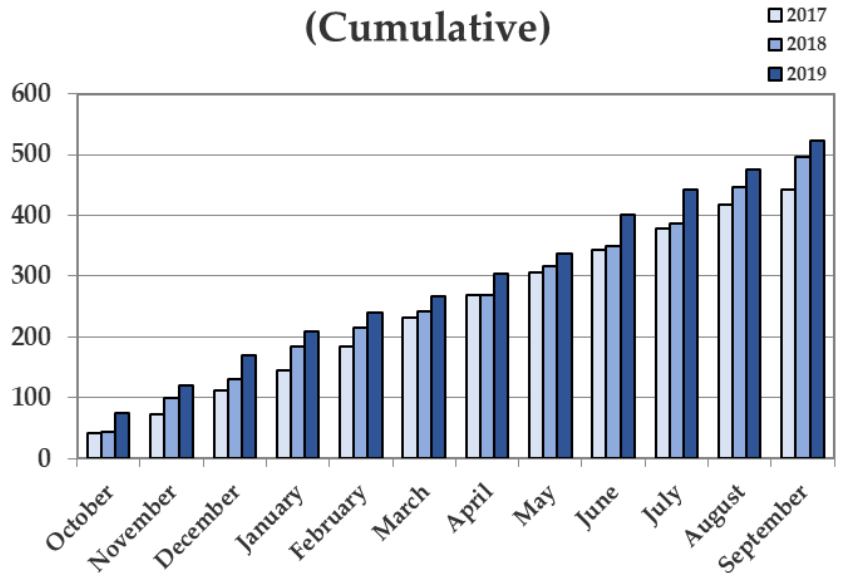


FIGURE 1

Number of Police Calls for Service (Cumulative)

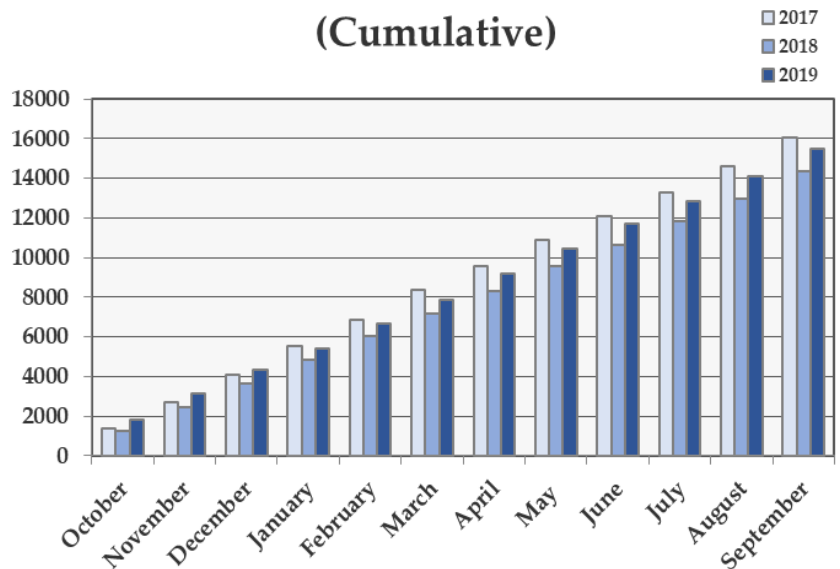


FIGURE 2



Cumulative Number of Police Citations—

The police department issued a total of 479 citations in the fourth quarter of FY2019. The declining trend seen in the graph is the result of an increase in driver compliance. In January FY2017, the Neighborhood Traffic Unit (NTU) was implemented for conducting traffic initiatives and campaigns at designated intersections. In addition, in October FY2019, the Town deployed a Variable Message Sign and a Speed Radar Trailer, both equipped with License Plate Recognition (LPR) cameras. The trailers are utilized to promote awareness of Town events, promote compliance with traffic laws and enhance crime investigations and prevention.

Cumulative Number of Police False Alarms—

Since the implementation of the false alarm monitoring system, there has been a consistent decline in the number of police false alarms reported. At the end of the fourth quarter, a total of 498 false alarms had been reported. By reducing the number of false alarms reported, the Police Department is able to effectively place their focus on other emergency situations.

Average Police Response Time—

The average police response time for the fourth quarter of FY2019 is 6.6 minutes (6m36s). The Average Response Time (ART) has remained consistent with previous fiscal years. In Q4 FY2019, the ART targeted goal of 8 minutes was shortened (improved) to a 6.5 minutes (6m30s). The average response time must remain under 6.5 minutes.

Number of Police Citations (Cumulative)

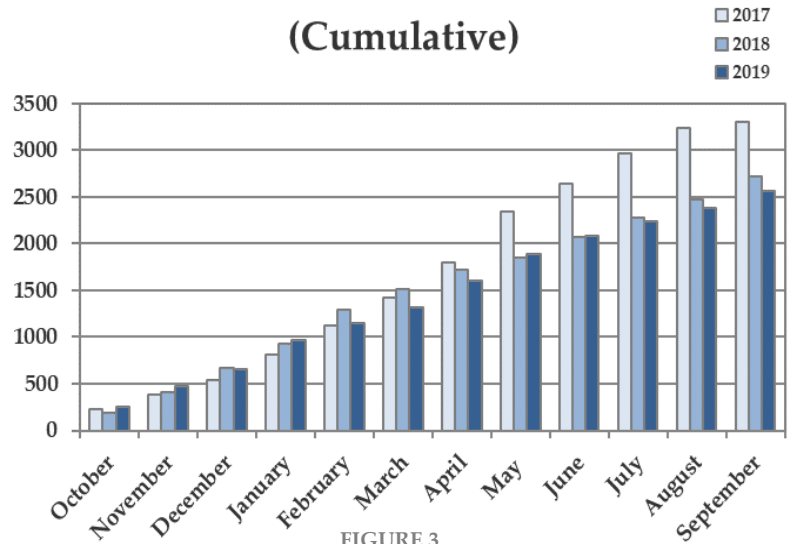


FIGURE 3

Police False Alarms (Cumulative)

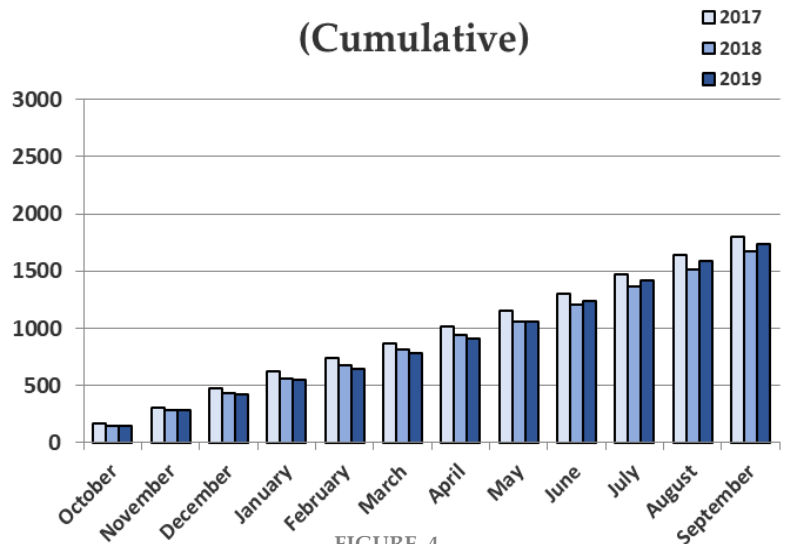


FIGURE 4

Average Police Response Time

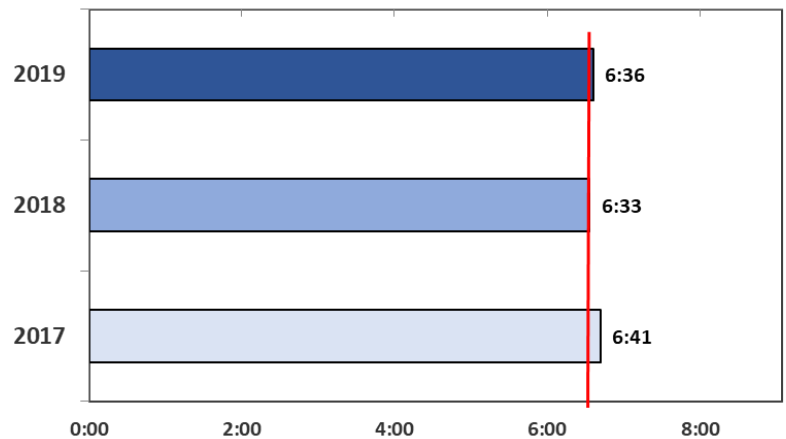


FIGURE 5



Building

Cumulative Number of Building Permits Issued— The number of building permits issued throughout this fiscal year FY2019 has reached 4,373.

Throughout the fourth quarter, 1,142 permits were issued, in comparison to 926 in FY2018's fourth quarter and 1,055 in FY2017's fourth quarter .

Cumulative Number of Building Fees Collected— Throughout this fiscal year FY2019, \$2,305,893 were collected in building fees. Compared to the previous fiscal years, this amount is lower than FY2018 and FY 2017 (in FY2018 a large wave of Graham's new development permits were issued).

Cumulative Number of Building Inspections — There have been a total of 11,240 inspections conducted this fiscal year. The Building Department is working harder to continue to provide excellent service, while keeping up with the number of requests from residents.

Number of Building Permits Issued (Cumulative)

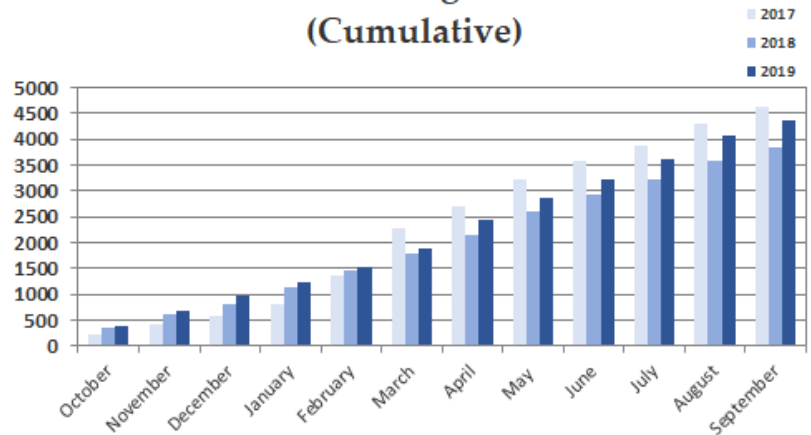


FIGURE 6

Number of Building Fees Collected (Cumulative)

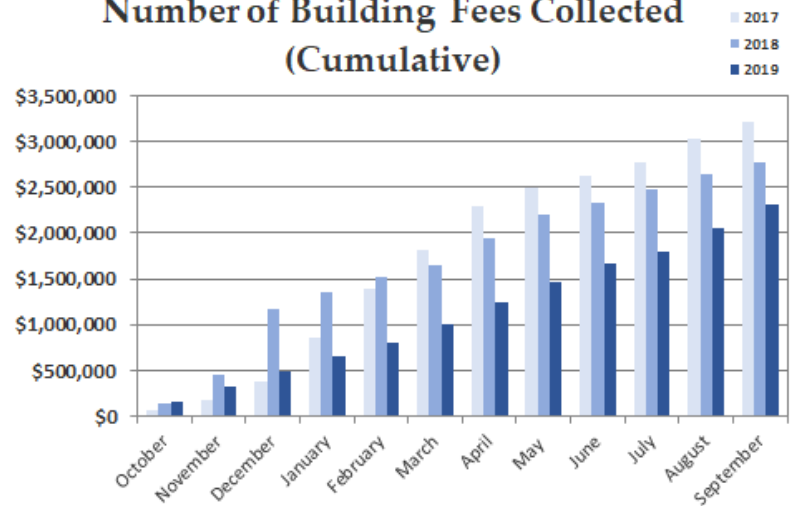


FIGURE 7

Number of Building Inspections (Cumulative)



FIGURE 8



Planning & Zoning

Cumulative Number of Zoning Verification Letter Requests Received

A Zoning Verification Letter is a written confirmation by the Town of the current zoning designation of the subject property and/or whether a specific use is permitted on the subject property. This fourth quarter there have been 7 zoning verification letter requests received. The spike seen in FY2018 and FY2017 were primarily driven by inquiries from new developments.

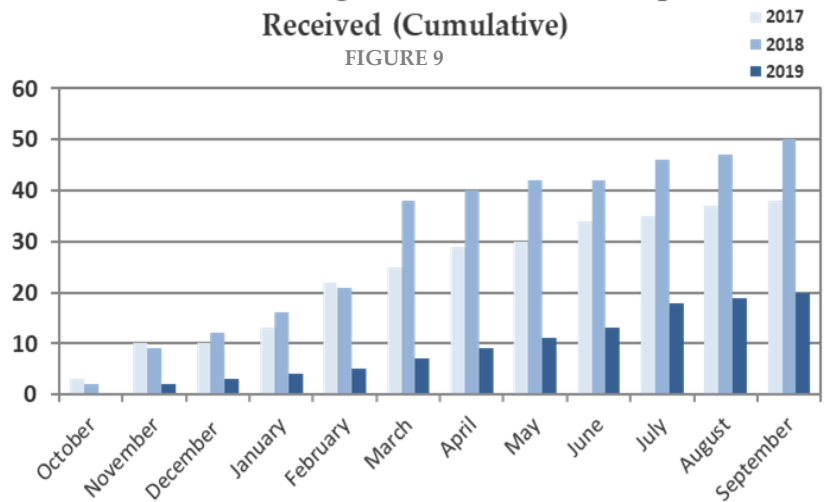
Cumulative Number of Administrative Site Plan Review Applications Received

This fourth quarter, a total of 4 Administrative Site Plan review applications were received. Site plan applications are required for all new developments or changes to existing developments.

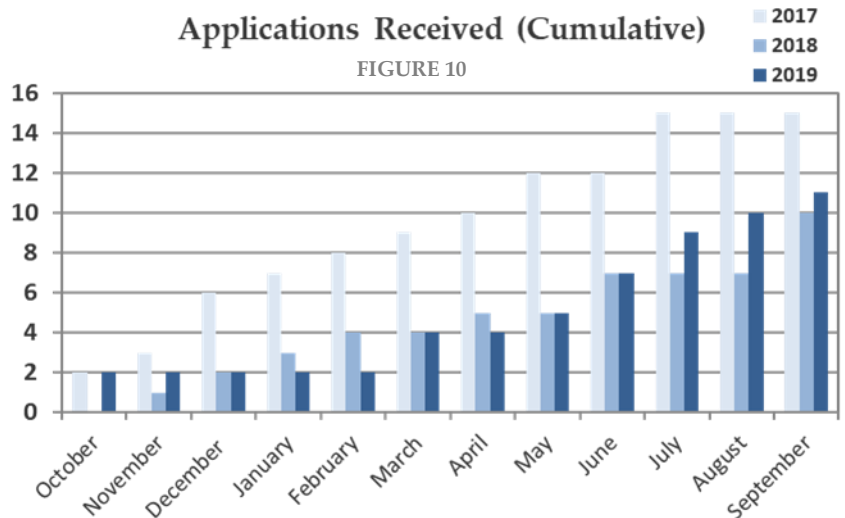
Cumulative Number of Public Hearing Applications Processed

Public hearing applications are required for zoning requests of a substantial nature. For the fourth quarter, there were no applications processed.

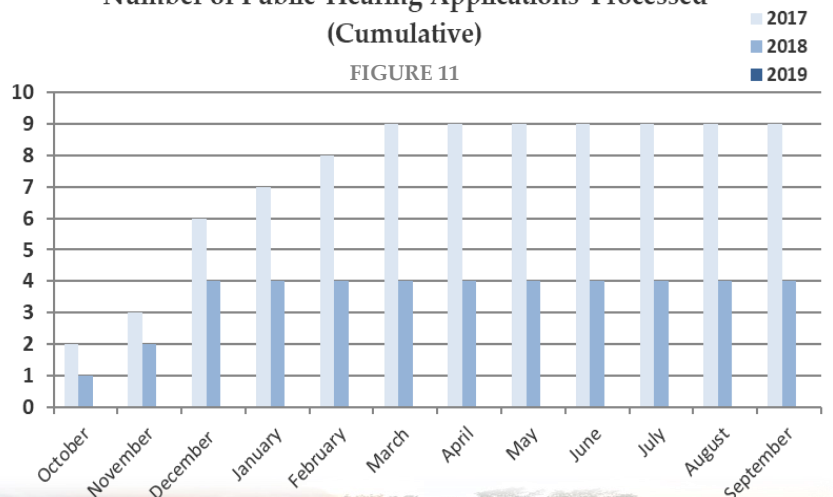
Number of Zoning Verification Letter Requests Received (Cumulative)



Number of Administrative Site Plan Review Applications Received (Cumulative)



Number of Public Hearing Applications Processed (Cumulative)



Planning & Zoning

Average Number of Days for Review of Site Plan Application— To provide residents an idea on how many days it takes for the Planning and Zoning Department to review a site plan application, the department tracks their efficiency.

For better tracking, starting the second quarter of FY2019, this metric has been divided into two parts: Residential and Non-residential applications. On average, this fiscal year, Residential and Nonresidential (Multifamily) site plan applications have been reviewed within 15 and 8 business days respectively (measuring turnaround time from the date the application was received to the date of the first revision was made).

Average Number of Days Between Receipt of Complete Variance Application and Public Hearing— The average number of days between the receipt of a complete variance application and public hearing takes into account the turnaround time from the date the application was received to the date of the public hearing. This fourth quarter of FY2019, the average number of days between the receipt of the complete variance application and the public hearing date was 35 calendar days.

Average # of Days for Review of Site Plan Application - Residential

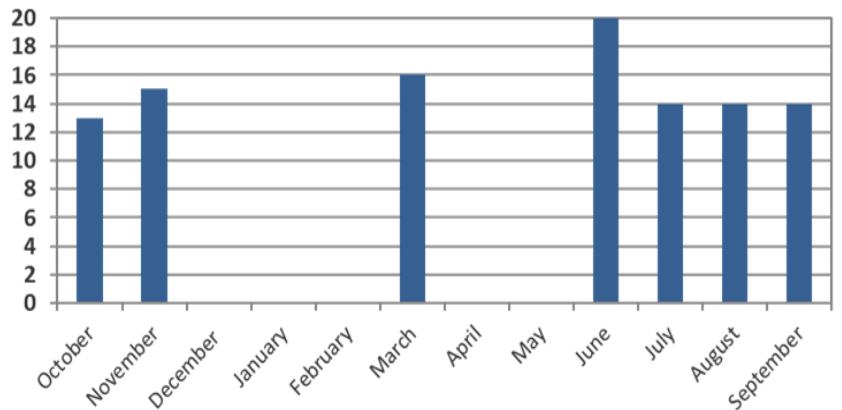


FIGURE 12

Average # of Days for Review of Site Plan Application - Nonresidential & Multifamily

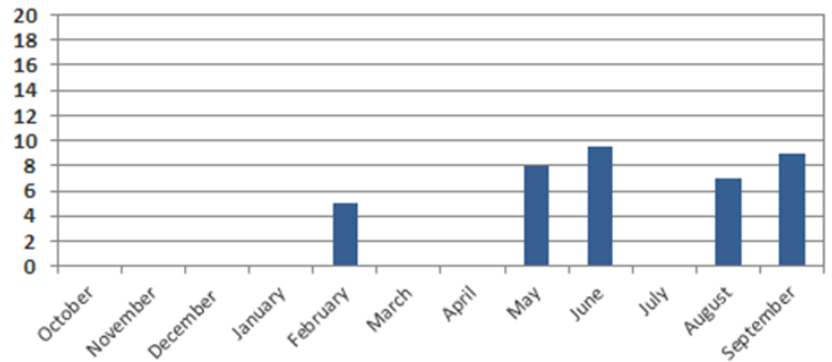


FIGURE 13

Avg. # of Days Between Receipt of Complete Variance Application and Public Hearing

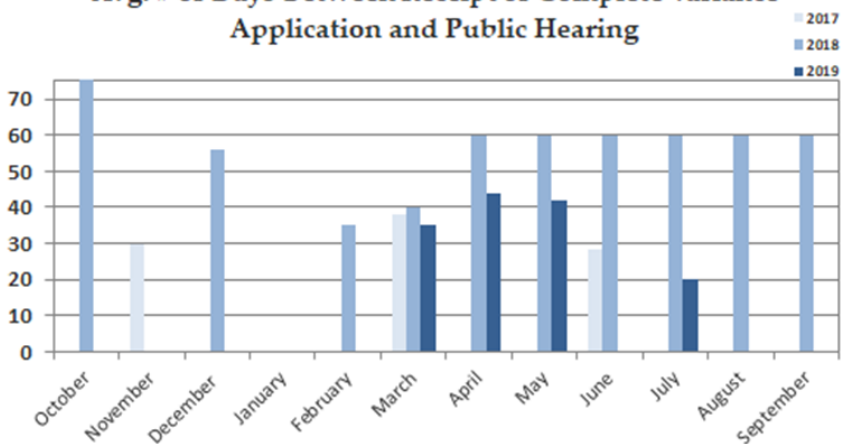


FIGURE 14



Transit

The Town of Miami Lakes continues to embody its motto: "Growing Beautifully." In an effort to improve quality of life in the Town and nurture its commitment to green living, as of April 1st, 2019 the Town of Miami Lakes operates the Freebee in the Lakes on-demand transportation service throughout town. The Freebee in the Lakes service provides point to point rides through out Miami Lakes Monday– Thursday 9:00 AM to 6:30 PM; Fridays 9:00 AM to 10:00 PM; Saturdays 9:00 AM to 9:00 PM; and on Sundays from 10:00 AM to 2:00 PM. The service can take you anywhere you would like to go in Miami Lakes and will also connect riders to existing Metrobus stops and Metrorail, via the Ludlam Limited Route, with a terminal point at Main Street. The Freebee in the Lakes operates a fully electric vehicle fleet with two 5 passenger vehicles and one 10 passenger van with ADA accessibility.

Ridership—The Town tracks ridership for the Freebee in the Lakes based on number of passengers per month. In April of FY 2019, the Town switched transportation services from the Moover Circulator Service to Freebee in the Lakes On-demand Transportation in an effort to provide more direct and reliable service transportation services. This fiscal year, there have been 16,195 riders on the Moover route and 23,306 from Freebee service for a total of 39,501 rides.

Total Ridership Moover* and Freebee (Cumulative)

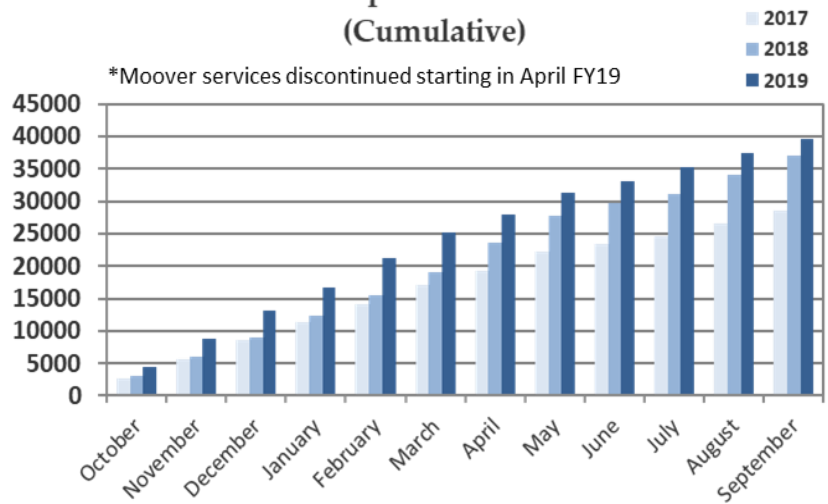


FIGURE 15

Fiscal Year 2017-2018 Ridership by Month				
Month	Miami Lakes Moover	Demand Route	Freebee OnDemand	Total
October	2409	574		2983
November	2605	487		3092
December	2502	483		2985
January	2574	483	269	3326
February	2501	rep.by freebee	639	3140
March	2734	rep.by freebee	802	3536
April	3,608	rep.by freebee	880	4,488
May	3175	rep.by freebee	925	4100
June	945	rep.by freebee	1044	1989
July	416	rep.by freebee	1039	1455
August	1864	rep.by freebee	1170	3034
September	1950	rep.by freebee	954	2904
Total Year:				37,032

Fiscal Year 2018-2019 Ridership by Month			
Month	Miami Lakes Moover	Freebee OnDemand (FreeBee)	Total
October	2949	1564	4513
November	2902	1357	4259
December	2906	1458	4364
January	2072	1549	3621
February	2935	1456	4391
March	2431	1512	3943
April		2818	2818
May		3344	3344
June		1908	1908
July		2053	2053
August		2130	2130
September		2157	2157
Total Year:			39,501



Transit

Freebee* The Town Ridership via Freebee is a new measure that is being added to the quarterly performance reports as of January of 2018. This fourth quarter, the Ridership Freebee Services logged was 6,340.

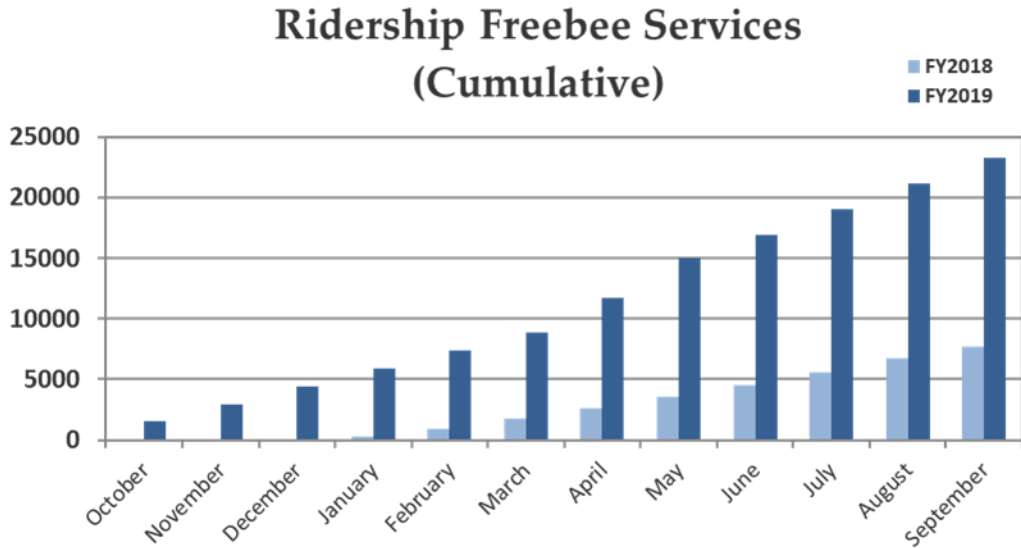


FIGURE 16

***Note:** Starting in FY2019, the number of passengers will be plotted instead of the number of rides to better reflect ridership projections.



Public Works

Percentage of Street Lights Working

There are currently 2,047 street lights in Miami Lakes of which 915 belong to the Town. Over the fourth quarter, the Town maintained the percentage of streetlights working at an average of 99.5%. The Town continues to work with Florida Power and Light to enhance the quality of service being provided to our residents.

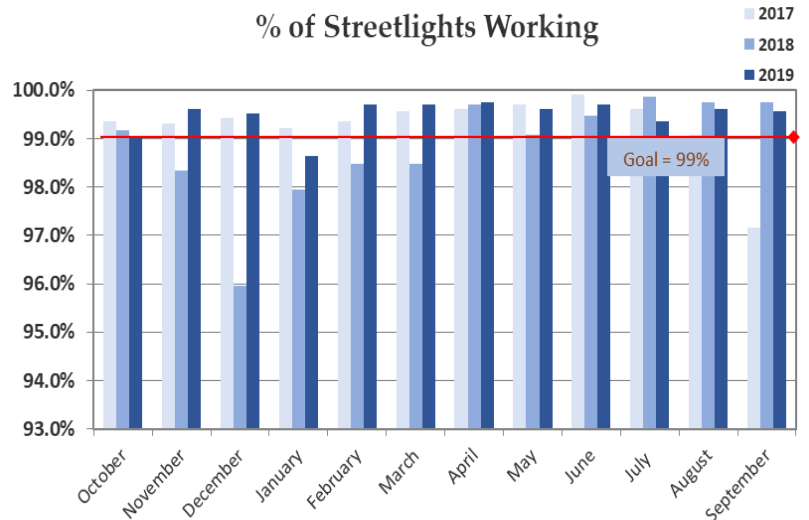


FIGURE 17

Cumulative Number of Pothole/Sinkholes Repaired

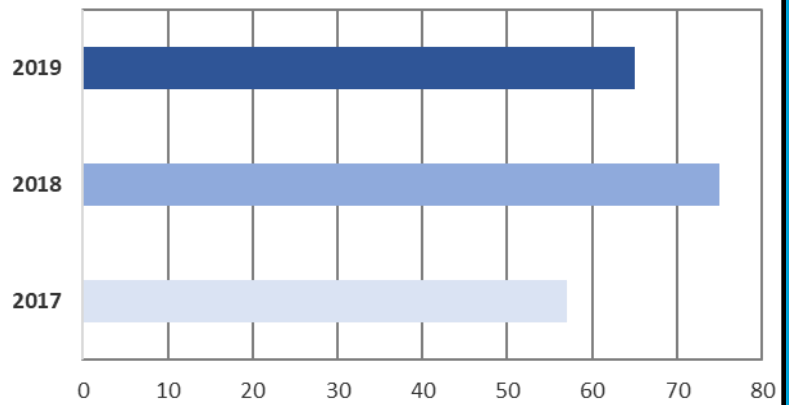


FIGURE 18

Cumulative Number of Pothole/Sinkholes Repaired

The number of pothole/sinkholes repaired as of the fourth quarter was 17.

Cumulative Number of Catch Basins/Manholes Cleaned

The number of catch basins/manholes cleaned as of this fourth quarter was 614, averaging approximately 51 manholes cleaned per month. In addition, 7,928 linear feet of pipes were desilted to improve stormwater flow. The Town's drainage system consists of catch basins, pipes and outfalls. The drainage system is cleaned in accordance with the Town's proactive drainage cleaning cycle or per request as reported through our Citizens Request Management App and website.

Number of Catch Basins/Manholes Cleaned (Cumulative)

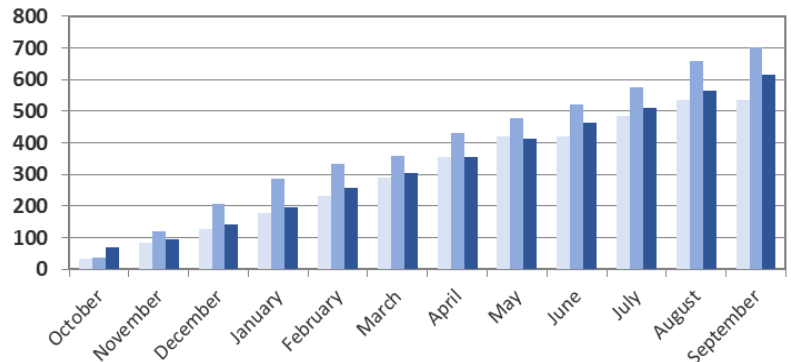


FIGURE 19



Public Works

Cumulative Number of Sidewalk Square Footage Pressure Cleaned

The square footage number of sidewalks pressure cleaned as of the fourth quarter was 990,537 sq. ft., which include the Town's main corridors, mini parks, schools and bus shelters. Sidewalks are routinely inspected and scheduled for pressure cleaning services on an as-needed basis.

Sidewalk Pressure Cleaning (Sq xFt) (Cumulative)

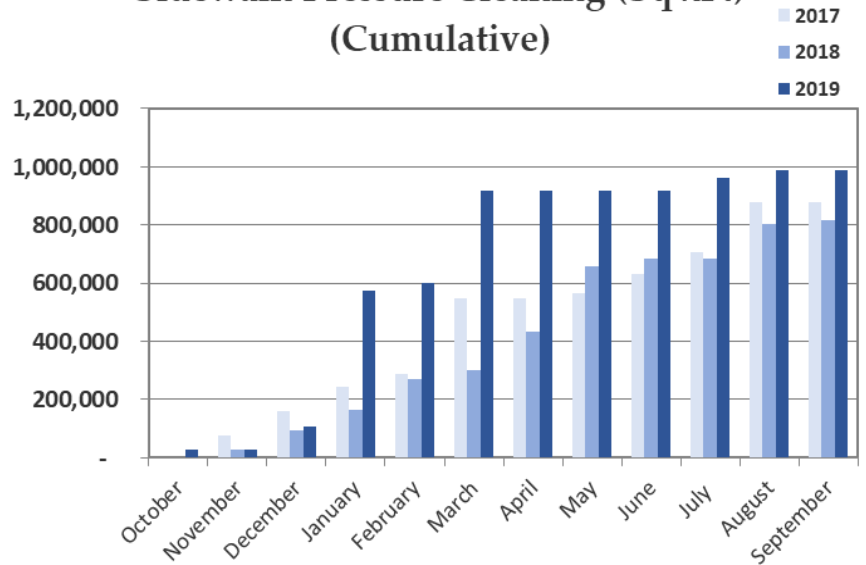


FIGURE 20

Cumulative Number of Street Signs Repaired

The graph depicts the number of street signs that have been repaired in the Town over the fiscal year. A total of 24 street signs have been repaired as of the fourth quarter. Street Signs are repaired when damaged or fading (increase seen in FY2018 due to the effects of Hurricane Irma).

of Street Signs Repaired (Cumulative)



FIGURE 21



Code Compliance

Total Code Fines Collected—A total of \$114,121 in fines has been collected this fiscal year; Revenue is primarily driven by requests to satisfy liens and comply with citations.

Compared to the previous fiscal years, the code fines has lowered as the Town experiences more voluntary code compliance from residents and bushiness.

Code Fines Collected (Cumulative)

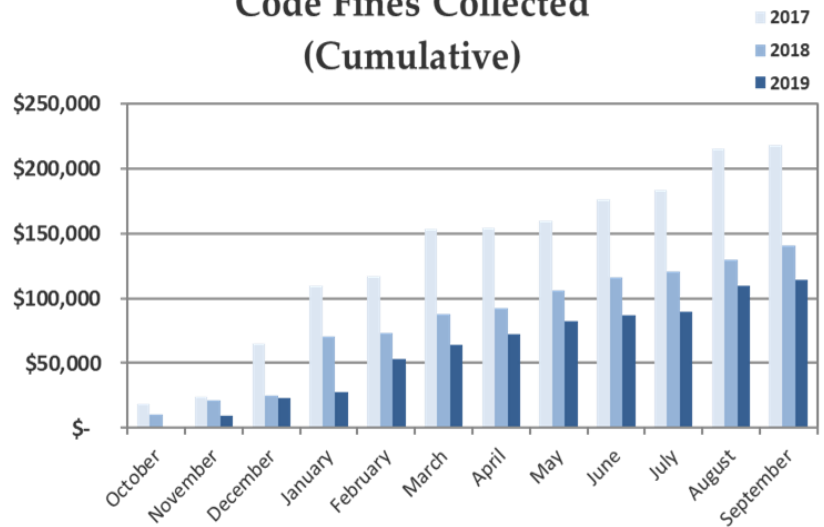


FIGURE 22

Cumulative Number of Code Cases Opened

Opened—The Code Compliance Department has maintained its level of proactive monitoring and notification. The number of code cases opened over the fourth quarter was 428. Code cases are opened on an as-needed basis and are not opened to meet a quota, therefore no goal can be set with this measure.

Number of Code Cases Opened (Cumulative)

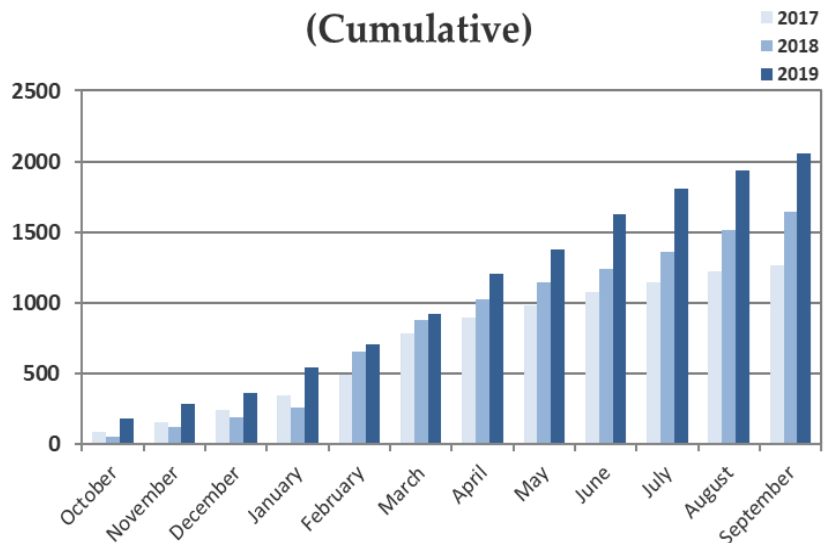


FIGURE 23



Grants

Grant Awards:

- The Miami Foundation Public Space Challenge for MiGlo Walking and Biking Trail -\$25,000
- Miami-Dade Age-Friendly Initiative's Mini-Grant Program for Mary Collins Community Center ADA Doors - \$2,500

In addition, the Grants Office has submitted one (1) grant application in this fourth quarter as detailed below:

Grant Applications:

- ◆ The Miami Foundation Public Space Challenge for MiGlo Walking and Biking Trail -\$25,000 (applied and awarded in this fourth quarter)

Cummulative Grants Award

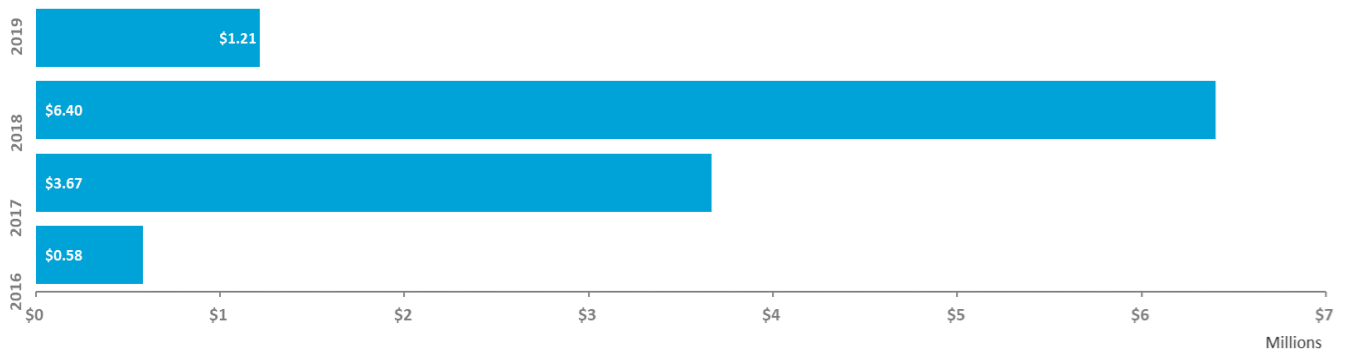


FIGURE 24



Parks & Open Spaces

Cumulative Number of Trees Trimmed—

The Parks & Open Spaces Department set a goal of 5,093 trees to be trimmed this fiscal year. The Town has a total of 17,832 trees, and all trees are trimmed following a tree trimming maintenance schedule which specifies designated areas to be trimmed and when they will be trimmed.

Over the fourth quarter, the Parks & Open Spaces Department has trimmed 1,003 trees in total. The department met and exceeded the goal of 5,093 trees for this fiscal year.

Number of Trees Trimmed (Cumulative)

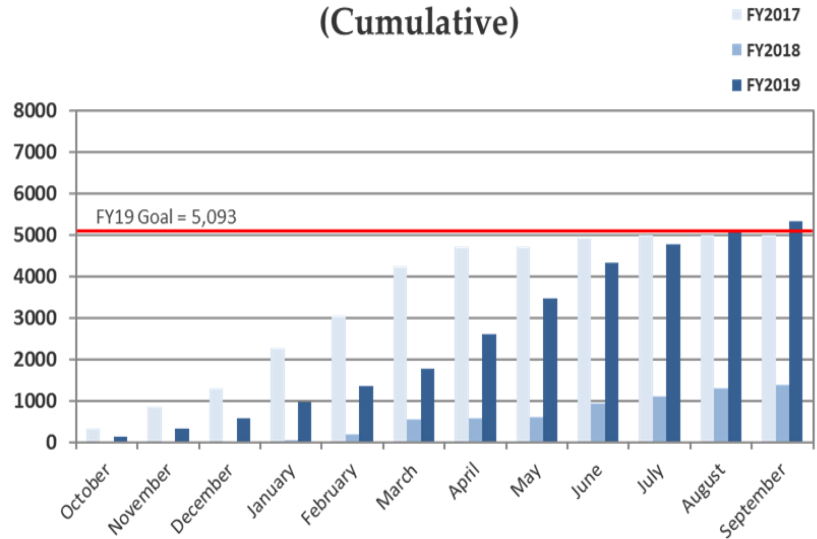


FIGURE 25

Number of Facility Rentals per Month— The number of facility rentals for the fourth quarter of FY2019 has been consistent with previous fiscal years’ fourth quarters. With the opening of the Park East Youth Center, the Town now offers two indoor facilities to rent on weekends. During the fourth quarter of FY2019 there were a total of 160 rentals consisting of 109 pavilion rentals and 51 indoor facility rentals.

Cumulative Facility Rentals

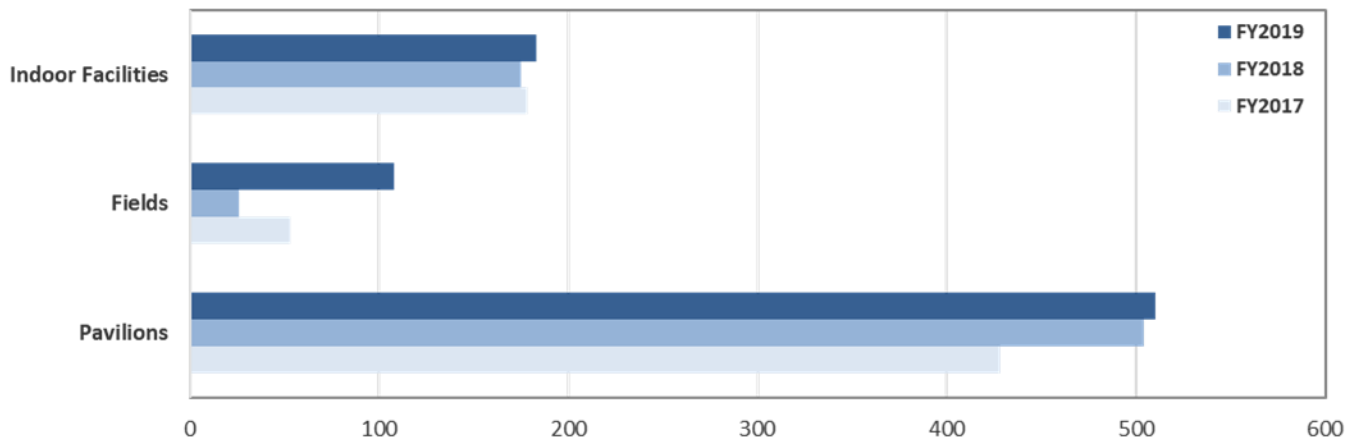


FIGURE 26



Business Tax Receipts (BTR's)

Cumulative Number of BTR's

Renewed— All Miami Lakes businesses are required to renew their business tax receipt on an annual basis.

Due to a downtime during a system upgrade (reporting module), this fourth quarter FY2019 BTR data collection and reporting were not available (although, BRTs renewal and fees collection services have been operating normally). Total BTR renewals and fees for FY2019 are projected to be at the same or at slightly higher level as FY2018.

Number of BTR's Renewed (Cumulative)

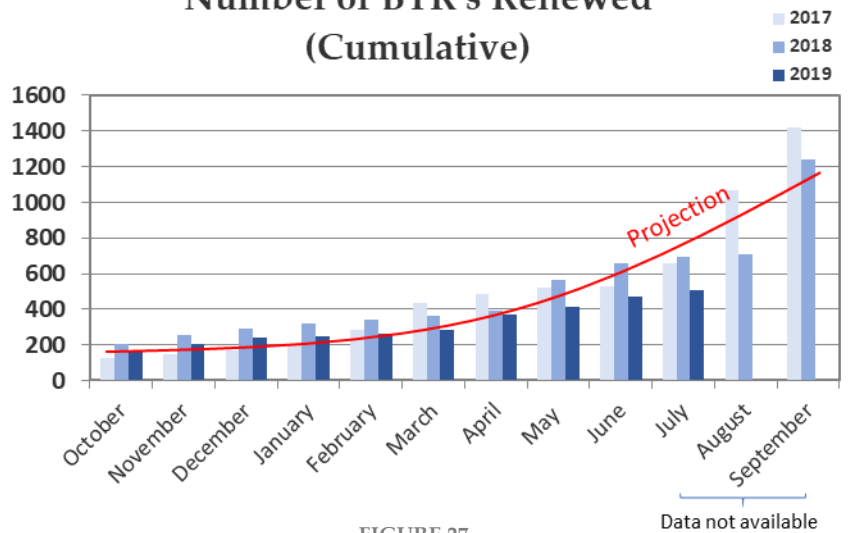


FIGURE 27

Data not available



Communications and Community Affairs

Number of Website Visitors — The Town tracks the number of visitors to the website to help determine how impactful we are in our communications with the public. During the fourth quarter of FY2019, website views reached 18,295 users on the Town’s main page (www.miamilakes-fl.gov) and 2,606 users on the Town’s I Heart Miami Lakes page (www.iheartmiamilakes.com). The decrease in visitors on the Town’s main page is likely due to the unresponsive nature of the website to mobile devices and the vast increase in social media followers. To address the decline in web traffic, we are leveraging our social media reach and integrating widgets from our reservations system (Eventbrite) to provide the resident the opportunity to register for events and activities directly from the Town’s website calendar. The new web integration tool would allow residents to remain on the Town’s website throughout the transaction. This tool will be incorporated into future digital and traditional marketing campaigns to drive and maintain visitors on the Town’s webpages.

Number of Website Visitors



FIGURE 28

Live Webcast Viewers and Facebook Organic Views During Town Council Meetings — In an effort to achieve better communication, transparency, and public participation, in FY2018 the Town introduced live streaming of the Town Council meetings on the Town’s Facebook page. This fourth quarter, the number of individuals who viewed the Council Meetings via *Webcast* between the hours of 5:00 PM to 10:00 PM on the day of the Council meeting was 111 and, Facebook Organic Views of 11,418.

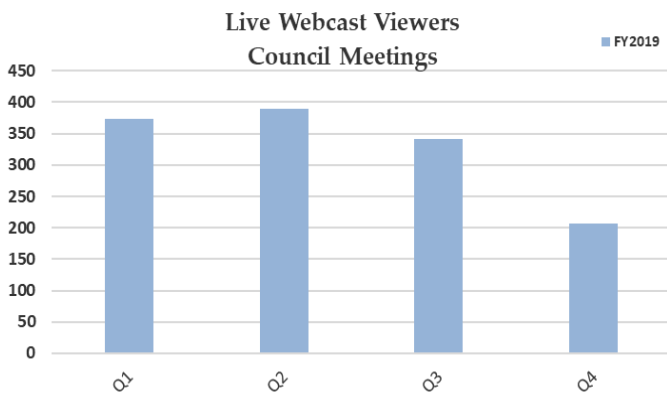


FIGURE 29

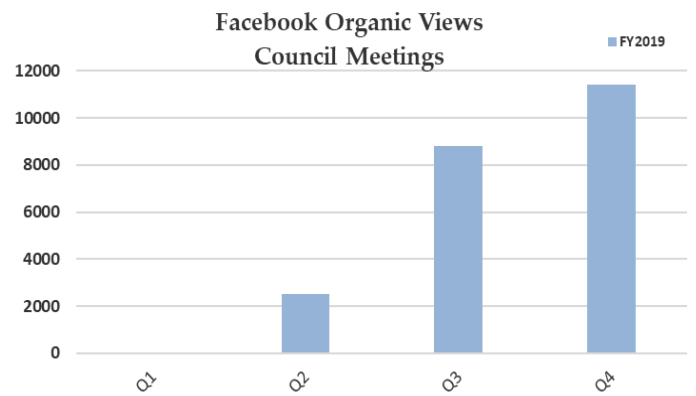


FIGURE 30



Communications and Community Affairs

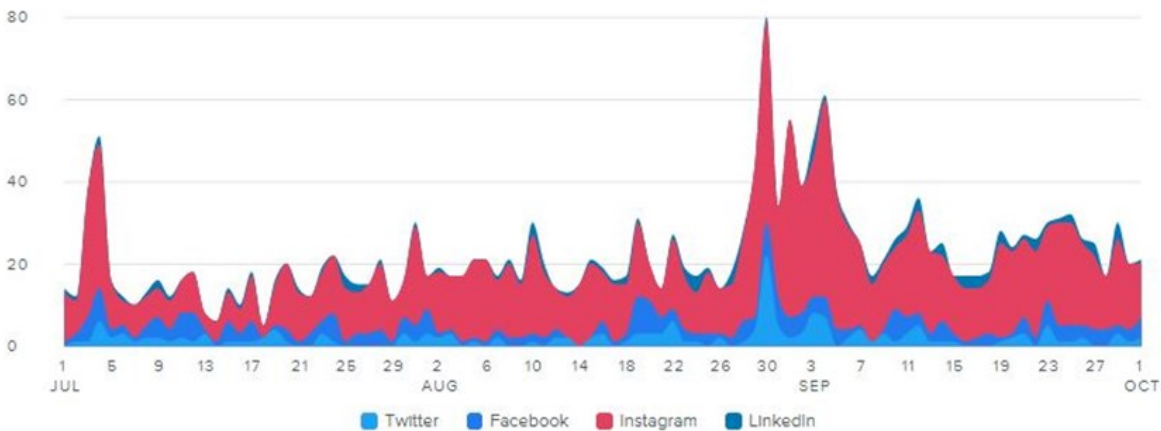
Digital Marketing Presence: The Town has vastly increased its social media/digital presence and continues to do so. A detailed social media strategy was presented by the Communication and Economic Development team in March 2018 that discusses the social media plans in depth. Below are the Data Metrix's from fourth quarter showing a 9.3% total follower increase from Town Social media platforms including Facebook, Instagram, LinkedIn, and Twitter provided by our new digital marketing tool Sprout social. Our digital marketing efforts has reached four (4) million impressions, achieving 100.1 thousand engagements, and resulting in 6,226 link clicks to drive traffic to our Town's website.

Group Activity Overview



Group Audience Growth

Followers Gained, By Day



Audience Growth Metrics	Totals	Total Followers % Change
Total Followers	19,206	↑ 9.3%
Total Net Follower Growth	1,660	
Twitter Net Follower Growth	169	↑ 5.8%
Facebook Net Fan Growth	193	↑ 2.5%
Instagram Net Follower Growth	1,200	↑ 18%
LinkedIn Net Follower Growth	98	↑ 18.6%

Total followers increased by

↑ 9.3%

since previous date range

FIGURE 31



Communications and Community Affairs

Facebook: As of the fourth quarter FY2019, the Town has reached 7,708 likes Facebook and incorporated a new and innovative feature know as *Facebook Stories* reaching over 27,000 residents to better cover/promote Town events, workshops or meetings. Our Facebook account reached an astounding 1.8 million impressions, achieving 70,000 engagements, and resulting in 3,784 link clicks to drive traffic to our Town’s website.

Instagram: As of the fourth quarter FY2019, the Town has reached 7,767 followers on Instagram while aggressively monitoring metrics such as engagement, reach, impressions and follower growth while incorporating a new and innovative feature know as Instagram stories reaching over 25,367 residents to better cover/promote Town events, workshops and meetings. Our Instagram account reached 1.6 million impressions, achieving 17,900 engagements, and resulting in 254 link clicks to drive traffic to our Town’s website.

Twitter: As of the fourth quarter FY2019, the Town has reached 3,104 followers on Twitter while aggressively monitoring metrics such as engagement, reach, impressions and follower growth while incorporating an innovative feature such as featured posts of Town public works projects, parks/recreation, Planning/Zoning, and building department updates in an effort to keep all Town residents as updated as possible with all day to day activities. Our Twitter account reached 552,500 impressions, achieving 8,700 engagements, and resulting in 306 link clicks to drive traffic to our Town’s website.

Social Media Followers - Group A

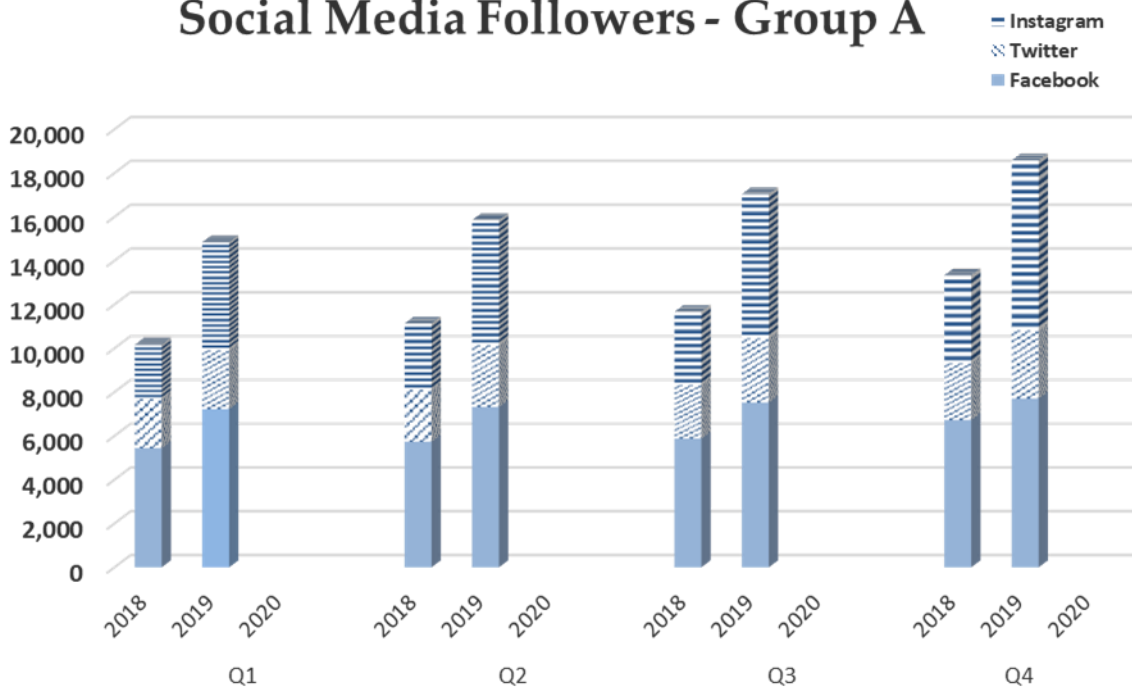


FIGURE 32



Communications and Community Affairs

Nextdoor: As of the fourth quarter FY2019, the Town has continued the incorporated use of a neighborhood based social media site called Nextdoor which is the world’s largest social network for the neighborhood. Nextdoor enables truly local conversations that empower neighbors to build stronger and safer communities. The Town has accumulated 3,134 members and reached 10,200 impressions in an effort to raise awareness for resident about Town events, workshops and meetings.

YouTube: As of the fourth quarter FY2019, the Town has reached 6,800 unique account impressions on YouTube while aggressively monitoring metrics such as engagement, reach, impressions and user growth to better promote Town events, workshops or meetings in an effort to keep all town residents as updated as possible with all day to day activities. Our YouTube account reached 6,800 impressions, achieving 2,000 views, and resulting in 8% click through rate. Our YouTube account grew compared to third quarter data by 540% in total subscribers (32), by 73% in total impressions (6,800), by 282% in total views (2,000) and 105% in click through rate (8%).

Social Media Followers/Impressions Group B

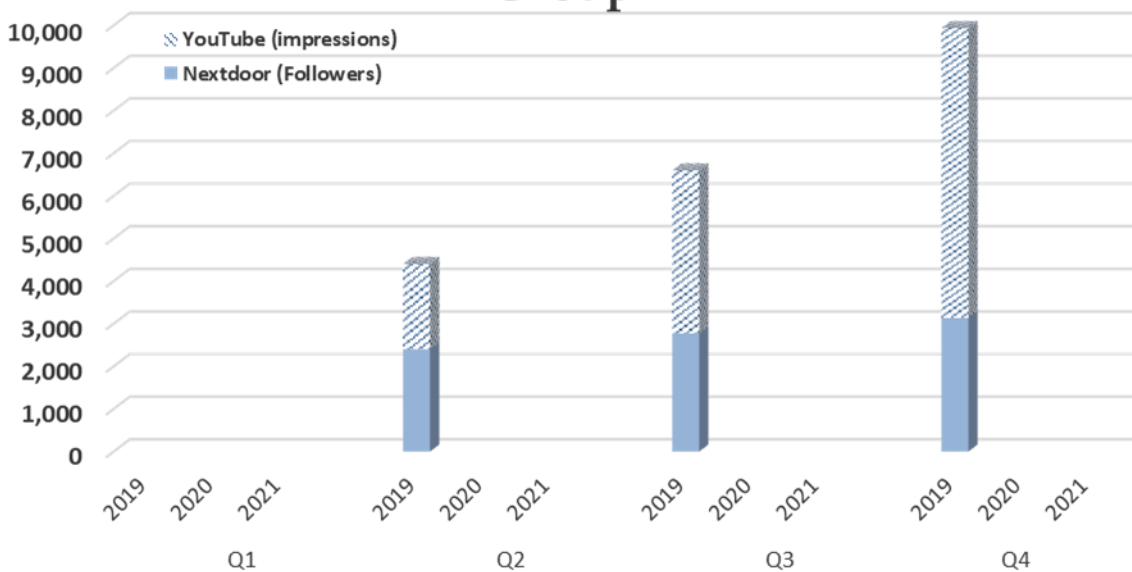


FIGURE 33



Communications and Community Affairs

LinkedIn: As of the fourth quarter FY2019, the Town has amplified the use of LinkedIn which is the world's largest professional social network site mainly used for professional networking, including employers posting jobs and job seekers posting their CVs. The Town has been able to recruit members from all over the United States in an effort to raise awareness to Town sponsorship opportunities, potential partnerships, employment opportunities and new hires. Our LinkedIn account reached 36,900 impressions, achieving 3,600 engagements, and resulting in 2,139 link clicks to drive traffic to our Town's website. Our LinkedIn account grew compared to third quarter data by 19.1% in total followers (631), by 104.13% in total impressions (36,946), by 142.2% in total engagements (3,548) and 5.6% in engagement rate (21.6%).

LinkedIn Activity Overview



LinkedIn Audience Growth

Followers Gained, By Day



Audience Growth Metrics

Total Followers

Totals

631

Organic Net Follower Growth

102

Total followers increased by

▲ 19.1%

since previous date range

FIGURE 34



Communications and Community Affairs

LinkedIn:

LinkedIn Impressions

Impressions, By Day

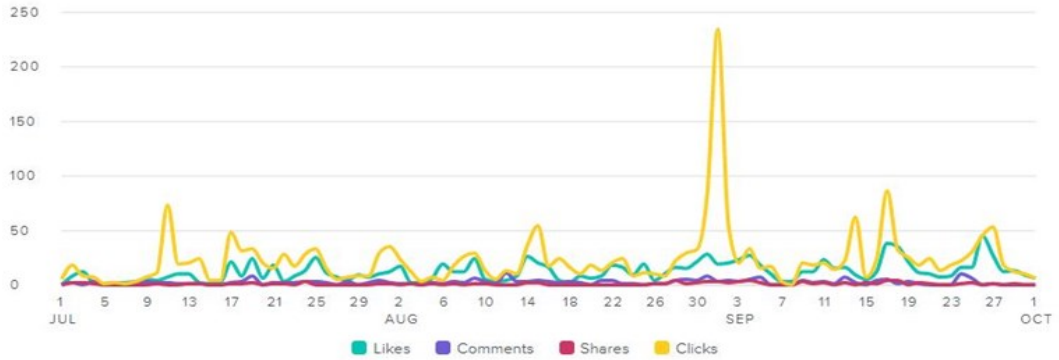


Impressions Metrics	Totals
Average Impressions per Day	397.27
Organic Impressions	36.9k
Users Reached	13.9k

Total Impressions increased by
▲104.1%
 since previous date range

LinkedIn Engagement

Audience Engagement, By Day



Engagement Metrics	Totals
Total Engagements	3,548
Likes	1,118
Comments	210
Shares	81
Clicks	2,139

Total Engagements increased by
▲142.2%
 since previous date range

FIGURE 35



Finance

Prompt Payment Act: In an effort to comply with The Florida Prompt Payment Act, the Town monitors the average number of days between invoice receipt and subsequent payment and the percentage of invoices paid within the mandated timeframe. The State Statute states that all non-construction invoices must be paid within 45 days after receipt and all construction invoices must be paid within 25 business days after receipt. On average, the Town has kept the number of days until payment below statutory requirements and has processed over 86% and 99% of construction and standard invoices respectively within that timeframe.

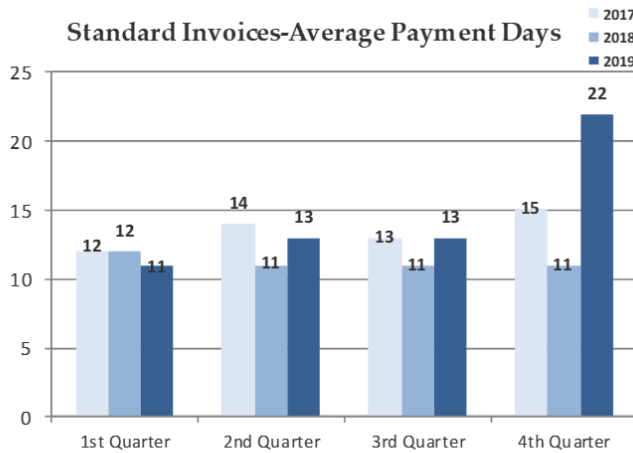


FIGURE 36

Standard Invoices-Percentage of Invoices Paid Within Allotted Time

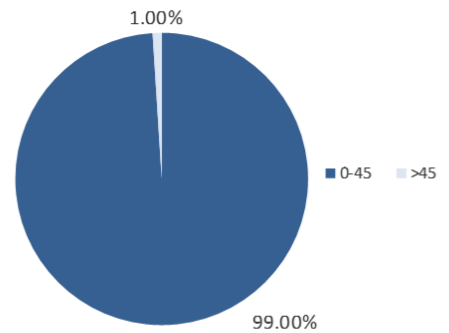


FIGURE 37

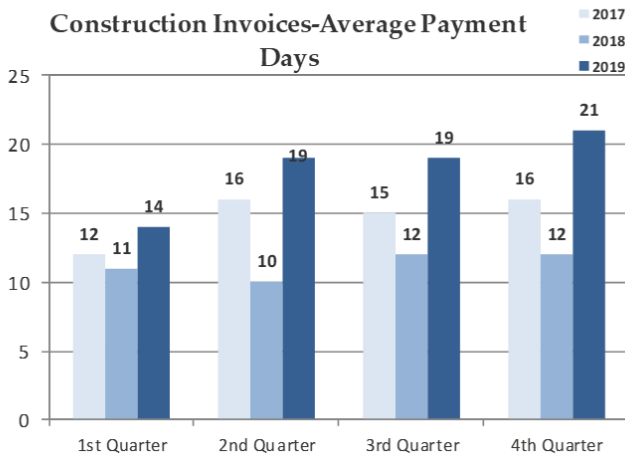


FIGURE 38

Construction Invoices-Percentage of Invoices Paid Within Allotted Time

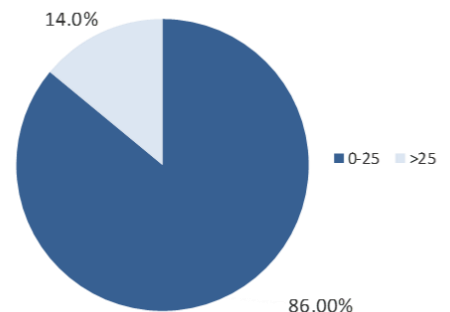


FIGURE 39

Note: On the fourth quarter of FY2019, the Town of Miami Lakes changed its payment policy to be more consistent with the Florida Prompt Payment Act For more information contact: Finance@miamilakes-fl.gov



Clerk

Turnaround Time for Regular Lien Letters:

The turnaround time for lien letters is a new measure that was added to the performance reporting as of July of 2017. This measure tracks the average number of days it takes from the receipt of lien letter request to the day the request is fulfilled and sent to the requester. This fourth quarter, lien letters requests were completed in an average of 6 days, with monthly averages reaching 1 in July, 10 in August, and 7 in September.

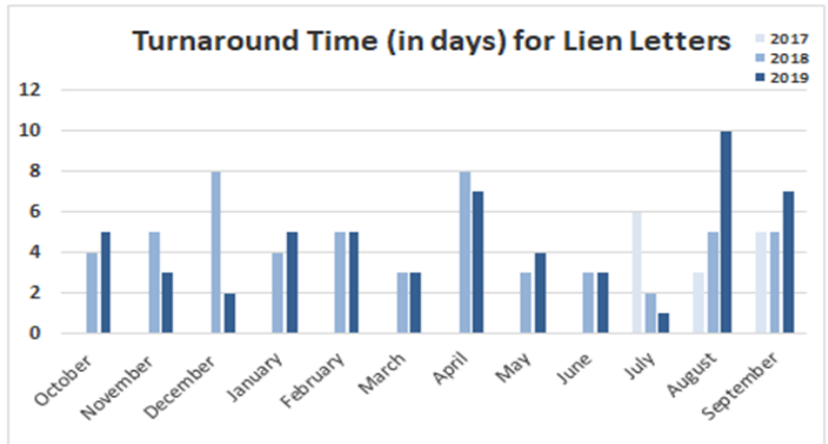


FIGURE 40

Turnaround Time for Expedited Lien Letters:

This fourth quarter, the average turnaround time for expedited lien letters was 5.6 days. This measure tracks the average number of days it takes to complete expedited lien letter requests.

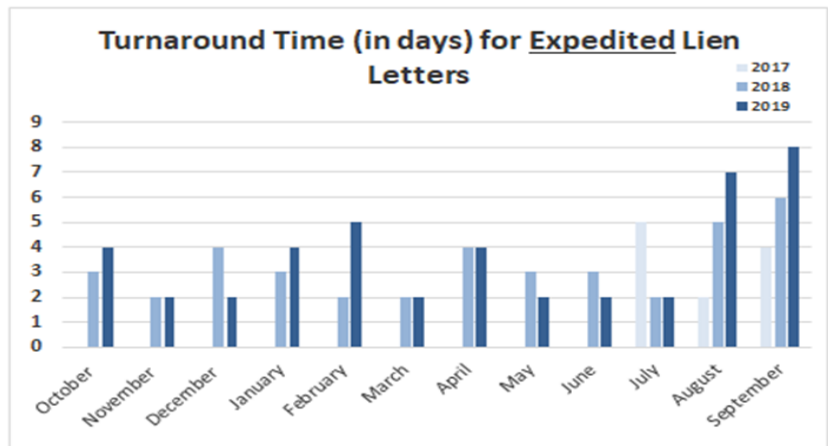


FIGURE 41

Turnaround Time for Public Records Requests:

This fourth quarter, the average turnaround time for public records request was 46 days. This measure tracks the time it takes to complete a public records request, starting on the day the request was made and ending with the date the request has been closed. The atypical spike seen in turnaround time in this fourth quarter is expected to return to previous levels in the upcoming months.

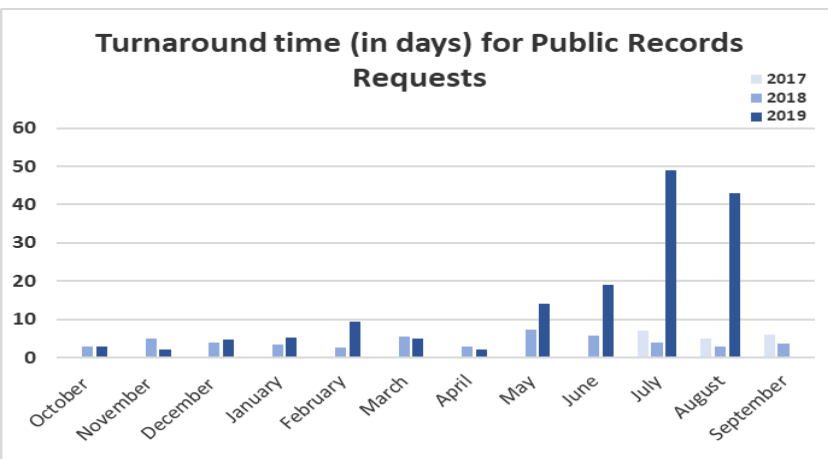


FIGURE 42



Imagine Miami Lakes 2025 – Strategic Plan

In an effort to achieve better communication, transparency, and public participation in regard to the Town’s 2015-2025 Strategic Plan, in February 2019 the Town released the *Imagine Miami Lakes 2025 web-portal* (www.ImagineMiamiLakes2025.com). The portal was developed in-house using an innovative tool called *Story Maps* from Esri/ArcGIS (Geographical Information System). Throughout the portal, the Town has included fundamental information about its strategic projects and initiatives such as: concepts, renderings, interactive maps, photos, progress reports, estimated start/end dates, costs, and other helpful information about the efforts and progress the Town is making to make Miami Lakes a model of a friendly, open, and innovative Town.

In March 2019, the Town added a powerful feature into the portal that allows resident, businesses, and visitors to submit questions and feedback directly into the site while projects are being browsed.

As of the end of FY2019, the Imagine Miami Lakes 2025 portal reached over 9,044 views. In addition, citizens and business have submitted over 23 direct inquires through the portal (all inquires have been promptly responded).

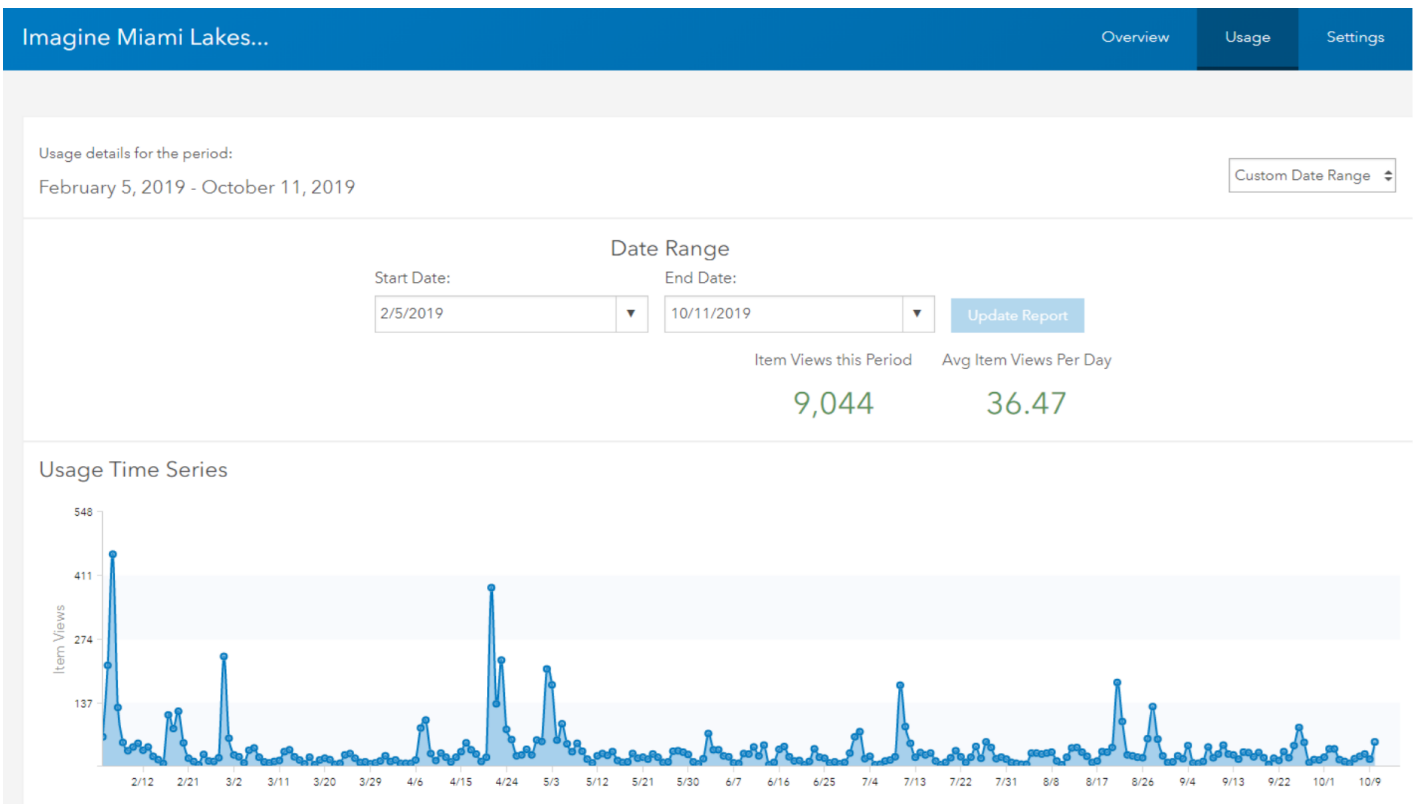


FIGURE 44

