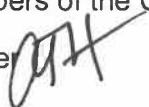


COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission
FROM: Alina T. Hudak, City Manager 
DATE: October 27, 2021
SUBJECT: Performance Priorities and Goals

I am pleased to provide an overview of my accomplishments and performance priorities as detailed and required in my employment agreement. Managing the day-to-day operations of this large and sophisticated organization has been both demanding and rewarding.

Since I began my tenure as City Manager on April 21, 2021, Miami Beach has faced multiple challenges that have required swift, unified, and multi-agency approaches. These included Memorial Day weekend as well as an intense high-impact period that followed through July and most recently pivoted to a holistic South Beach Unified Response Team approach. In an unforeseen tragedy, our city responded to and supported the Champlain Towers South condominium building collapse in the neighboring Town of Surfside. This led to subsequent site evaluations of hundreds of multistory Miami Beach buildings. The COVID-19 pandemic improved, then surged — and we evolved our pandemic response measures to keep our workforce safe while facing staff shortages and illness. I am proud that we created the North Beach CRA and passed a fiscally responsible budget, made more complex within the pandemic environment.

I'd like to highlight a few of the most important accomplishments of my first six months as your City Manager.

- **Response to Surfside Condominium Collapse**

Quickly after the collapse of the Champlain Towers South condominium building in neighboring Surfside, I began coordinating one of the largest disaster responses in Miami Beach history. Multiple city personnel and equipment remained in Surfside for weeks. In addition to first responders and engineering personnel, our staff coordinated crisis communications for the extensive media coverage around the incident. I provided leadership throughout the response and continued to make numerous site visits throughout the recovery phase. I then worked closely with our Building Official to methodically assess hundreds of Miami Beach buildings for compliance with the 40-Year Certification requirement. The work continues as we participate and coordinate with Miami-Dade County on strengthening standards and processes.

- **Enhanced Public Safety Presence**

When I was appointed as City Manager, the City was experiencing a large volume of domestic travel, intense crowds, traffic, and activity that at times was difficult to manage. I recognized immediately that additional resources were needed and provided leadership to meetings in preparation for South Beach Wine & Food, Memorial Day Weekend, Rolling Loud and other high impact weekends. I instructed our Police Department to work with neighboring agencies,

and specifically requested Miami-Dade Police and Miami-Dade Schools Police, to lend resources. This proved to be a valuable tool in managing crowds throughout the summer.

- **South Beach Comprehensive Strategy**

One thing has become clear since my appointment as City Manager: it is no longer sufficient to treat high-impact periods as anomalies in a City with such a high volume of tourists, which was heightened following the COVID-19 pandemic. Following this year's Memorial Day weekend, we continued intense focus on South Beach. I leveraged additional enforcement resources from the County, State and neighboring jurisdictions. I created a cross departmental unified enforcement team that has a significant focus on South Beach and is now meeting weekly under my direction. This effort brings together a number of functional areas, including Police, Code Enforcement, Fire, Homeless Outreach, Parking, Park Rangers, Transportation, Sanitation, and Facilities and Fleet. It also includes extra staffing at the Miami Beach Marina. The Police Department has reassigned nearly 40 officers to patrol the streets of South Beach from multiple divisions. This represents a substantial staggered increase in police presence.

- **North Beach Community Redevelopment Agency (CRA)**

My administration delivered County legislation to establish the North Beach CRA, creating a 30-year funding mechanism for catalytic growth and investment that will bring managed development to this historic neighborhood while still preserving North Beach's family-friendly character and Miami Modernist architecture. The CRA is expected to generate an estimated \$317 million for North Beach over the next three decades.

- **Balanced Budget**

We successfully balanced the FY 2022 Operating Budget and creatively used one-time funds for 26 new police officers and nine new code enforcement officers to address issues in the Art Deco Cultural District (ADCD) as well as illegal short-term rentals. We saved \$12.9 million by refinancing existing water and sewer bonds. Despite the impacts of COVID-19, all credit ratings for the City's outstanding debt were maintained while the outlook of several of our bonds improved.

- **Spring Break 2022**

I want to thank you for your leadership authorizing the appropriate funding and approving the programming plan to evolve Spring Break in Miami Beach. We are well underway with booking talent and firming up four weekend lineups. I continue taking a comprehensive approach to this month and have already begun meeting bi-weekly with a cross-section of departments.

- **Collins Park**

We negotiated a lease agreement for the Collins Park Cultural Facility to ultimately strengthen and enrich the Collins Park Cultural Arts Campus. In addition, we substantially completed the Collins Park Parking Garage and Liberty Avenue Plaza that brings added convenience and amenities to the area.

- **Miami Beach Convention Center Settlement**

After 20 months of litigation, a legal settlement was reached between the City of Miami Beach, Clark Construction, LLC, and Hill International, Inc. The terms of the settlement are fair and reasonable. They eliminate substantial costs and risk associated with a potential 10-week trial

and provide the City a path forward to require Clark Construction to complete the necessary work to obtain a final Certificate of Occupancy.

- **Promote Miami Beach as a World Class Convention Destination**

Recognizing the importance of conventions and conferences for Miami Beach's arts, culture, and economic goals, I have personally met with many representatives and stakeholders. This includes securing the Miami Beach International Yacht and Boat Show (100,000 attendees), Bitcoin (10,000 attendees), American Association of Orthodontists (5,000 attendees) and the Bronner Bros. Beauty Show (30,000 attendees). The addition of the Carl Fisher Club House/annex will allow organizers to expand their events outside of the convention center into a historic gem, which is built around what is believed to be the oldest structure in Miami Beach. In addition, staff negotiated contracts with Art Basel Miami Beach, Centerplate, Spectra and the Greater Miami Convention and Visitors Bureau (GMCVB).

- **General Obligation Bond**

We have taken advantage of the current low interest rates to appropriate funds faster and start projects sooner than originally planned. The total number of planned issuances have been reduced from four to three. Some of the projects we will be starting were originally scheduled to start in the later years of the 12-year program. A total of 42 projects out of 57 are now slated to commence in Tranche 1 (an increase of 3 from the original plan). An additional 650 trees were planted this year under the G.O. Bond program. We increased the use of security cameras, bringing the total number of camera views to over 800 and expanded our use of license plate reader (LPR) technology. We now have a total of 34 fixed and mobile LPRs.

- **COVID-19 Recovery**

Qualified for \$38 million in CARES Act Funding

We obtained \$38 million in recovered City expenses related to the COVID-19 pandemic, including the cost of operating our vaccination and testing programs.

Race to Trace

The City secured nearly \$500,000 in grants from the Rockefeller Foundation to develop the successful "Race to Trace" program to help Miami Beach businesses during the COVID-19 public health emergency. We partnered with the Florida Department of Health (FDOH) in Miami-Dade County and the team signed up more than 80 local businesses for COVID resources and services, administering more than 700 vaccinations to employees of local businesses. The campaign was so successful at its conclusion that the FDOH decided to expand the program to other parts of Miami-Dade County.

Vaccination and Testing

Offered vaccinations and testing for employees, and maintained the 17 Street site for the community (administering more than 450,000 PCR tests and 20,000 vaccines). Additional services included homebound vaccinations and testing.

- **Resilience**

Achieved consensus on the next steps for First Street and executed agreement for the design. Advanced the design and public engagement for the West Avenue project, holding extensive one-on-one private property harmonization meetings.

Miami Beach, along with the City of Miami and Miami-Dade County, pledged to work toward achieving a net-zero emissions target by 2050. Reducing emissions is an essential part of implementing Resilient305, our shared resilience strategy. The City approved environmental protection and climate adaptation ordinances, including seawall elevation and overtopping, dune protection, and water quality protection. Partnered with local and international nonprofits to deploy local students on a plastic reduction mission.

Conducted the public outreach phase of the Resilience Code and issued procurement for the Private Property Adaptation program. Completed an analysis of public and private seawalls citywide and created a tool for property owners. Continued to rehabilitate city-owned affordable housing, including emergency generators and seawall restoration.

- **Smith & Wollensky Long-term Lease**

We negotiated a multimillion contract extension with Washington Avenue Corp. on a long-term lease for the city-owned property that houses the Smith & Wollensky restaurant in South Pointe Park. The City will receive guaranteed rent amounting to \$11,680,086 over the first 10 years of the lease, or a percentage of revenue — whichever is greater. The lease agreement has been placed on the Nov. 2 general election ballot for final approval by voters.

- **Innovative Technology**

Expanded online services beyond the pandemic to include electronic plan reviews and a comprehensive permitting process. Implemented digitized building services, process improvements and call center operations. Expanded the hybrid public meeting format to accommodate those who participate virtually.

- **Expanded Community Engagement**

Innovating the delivery of information and access to government is important to me and to our community. I recently expanded the Neighborhood Affairs Division (NAD) to provide additional resources for community engagement. I view NAD as an extension of the City Manager's office.

- **Transportation**

Negotiated and executed a contract with Outfront Media for design, construction, operation, and maintenance of new bus shelters with revenue share estimated at up to \$69 million and representing a total investment to the City of up to \$120 million over a 20-year term.

- **Parking**

License Plate Recognition systems were installed at all garages except at the Convention Center where the parking lane configuration cannot accommodate the system and the Fifth & Alton garage pending agreement with EDENS (JV partner) to pay their portion of the system. The system serves to protect revenue and enhance security in the garages.

- **Key Capital Projects**

Substantially completed projects include: Collins Park Parking Garage and Liberty Avenue Plaza, Carl Fisher Clubhouse and Annex, Middle Beach Recreational Corridor Ph. 3 (Beachwalk)-partial, Venetian Islands Seawalls, and Palm & Hibiscus Neighborhood Improvement stormwater system approved by DERM.

Started construction: Pride Park Fitness Center, Brittany Bay Park Overlook & Living Shoreline, North Beach Oceanside Park Beachwalk.

- **Grants**

Successfully led the City's Recertification process with Florida Department of Transportation. The City continues to be Local Agency Program (LAP) Certified and is eligible to receive FDOT grant funds and manage its own planning, design and construction projects.

We received \$4.329 million in grant and external funds and received notification of intent to award an additional \$23.9 million from funding agencies (in addition to the \$7.282 million already received). The \$23.9 million includes grants to be awarded by Florida Department of Economic Opportunity (\$14.5); Florida Department of Transportation (\$8.2 million); and Florida Inland Navigation District (\$1.28 million).

Prioritized Resilience, including submitting ten applications to the Florida Department of Economic Opportunity resulting in notification of intent to award nine projects.

- **Parks**

Completed the following park projects:

- Indian Beach Park Expansion: installation of new iconic playground, shade sail canopies, safety surfacing, benches, fencing, landscaping, and other amenities;
- Fairway Park (Phase I) Improvements: installation of new playground, new drainage system, new pathways, raising and reconstructing both basketball and tennis courts along with new landscaping;
- Flamingo Park: installation of new aquatic playground, as well as renovation of children's pool, including resurfacing;
- Lummus Park: installation of new fitness cluster at 6 Street;
- South Pointe Elementary School Improvements: allows public access to the basketball courts during non-school hours.

Performance Priorities

Over the next six months, the City will head into its busy season, and we will need to balance tourism with quality of life for our residents. Although there are sure to be unanticipated issues that arise, I remain committed to leading this organization and advancing the City Commission's priorities as I have discussed with each of you. The following are a few of my most pressing items, and I welcome any feedback:

- Public safety remains my top priority, and I will continue to take action through constant analysis of crime stats and advancing the real-time crime center. The installation of security cameras along streets, parks, the Beachwalk and City garages will progress. The City will go live with the new Harris Radio System to ensure the continued reliability and interoperability of public safety communication. I will also revisit the lighting masterplan with a lens on public safety.
- Complete the Matrix consulting study that revisits the staffing pattern for Miami Beach Police and recommend adjustments.
- As we enter our busy season, we will continue the South Beach Comprehensive Strategy approach, which includes a cross-departmental enforcement and beautification effort.

- Implement an interim solution for Ocean Drive as per the City Commission's forthcoming direction.
- Key Capital Projects (FY 2022):
 - Reach substantial completion: Flamingo Park – Handball Courts, Indian Creek Drive Drainage Improvements Phase III, Rue Vendome Public Plaza, Surface Parking Lot at Biscayne Beach – 8100 Hawthorne Avenue, North Beach Oceanside Park Beachwalk, Brittany Bay Park Overlook & Living Shoreline, Pride Park Fitness Center, Completion of the final segment of the Beachwalk, running more than 7-miles from South Pointe Park all the way up to our northernmost boundary
 - Finalize permitting, start construction: West Avenue Phase II Improvements, Maurice Gibb Park Renovation Soil Remediation and Living Shoreline, Bayshore Park, North Beach Oceanside Park Renovation, Flamingo Park Softball Field Renovation, Biscayne Beach Additional Parking
 - Start Design: Marine Patrol Facility, Lincoln Road Improvements (Re-design), 72 St Community Complex – Finalize Negotiations and award Design-Build contract, Ocean Driver Corridor – Selection of Design Consultant, North Beach Entrance Signs, North Beach Ocean Rescue and Beach Maintenance Facility, Lummus Park, North Shore Park Restrooms – complete design, Fire Station 1 Facility – complete design, 41 St Corridor Improvements – complete design
- Key Parks Projects
 - Addition of various new additional shade structures at the Allison Park playground, LED Lighting G.O. Bond Project (GO #52) at Flamingo Park, Polo Park Sports Lighting, Marjory Stoneman Douglas Playground (GO #9), Scott Rakow Youth Center – Gymnasium Flooring (GO #18), Flamingo Park Tennis Center Courts Resurfacing, South Pointe Park, Fishing Pier Railing Replacement, North Beach Parks Restroom Restoration, Citywide Court Improvements, Citywide Landscape Improvement Projects, Citywide Fitness Course & Center Improvements, Normandy Shores Golf Club Tee Renovations, Miami Beach Golf Club Lake Aeration
- As we prepare for Spring Break 2022, I plan on leveraging the assistance of neighboring public safety agencies. We will produce engaging programming and the appropriate marketing and branding in partnership with the GMCVB.
- Support the Aspen Climate Event planned for March 2022.
- Complete the Zyscovich visioning process and present the plan to the City Commission for ADCD and implement next phase of the G.O. Bond project for Ocean Drive.
- Obtain the Miami Beach Convention Center certificate of occupancy. Achieve approval and/or referral to a subcommittee from Miami-Dade County to reopen the RDA for partial funding of the MBCC Settlement amount.
- We are also in the process of renegotiating a lease with Live Nation that will pave the way for construction on the Miami Beach Convention Center hotel site to commence in 2022.
- We are seeking potential sponsors for what could amount to millions of dollars in new revenue for the naming rights to the Miami Beach Convention Center. We are currently exploring opportunities and anticipate receiving proposals soon.
- Undertake a complete rebranding for destination marketing in partnership with the GMCVB.
- Issue building permits for the Collins Park Artist Workforce Housing project within the next 12-months featuring Miami City Ballet dormitory housing, which will be the first of its kind in the City of Miami Beach.

- Revisit and establish a more robust capital budgeting process that strategically address current funding gaps in critical projects.
- Conduct the Community Satisfaction Survey and update the City's Strategic Plan.
- Begin collective bargaining process with our five unions and negotiate agreements in a fair and equitable way for all.
- Increase internal review of policies and procedures to ensure fair processes including checks and balances.
- Advance neighborhood improvement projects for climate adaptation and quality of life, specifically breaking ground in West Avenue and designing the First Street project.
- Facilitate the largest Beach Renourishment project in the last decade.
- Advance green infrastructure projects such as Brittany Bay Living Shoreline and the 59 St bioswale. Identify hybrid living shoreline opportunities for seawalls.
- Complete the Resilience Code, the update of the land development regulations that address the impacts of climate change.
- Conduct a Biscayne Bay water quality education campaign. Inform and educate property owners about the new seawall elevation tool and ordinance.
- Continue to build my leadership team by filling the few remaining critical positions.

While these highlights were not intended to be a comprehensive description of our many day-to-day operational activities, I appreciate the opportunity to share these performance accomplishments and priorities, guided by your leadership. I am grateful for the tremendous support that I have received from all of you, our professional, hardworking staff, and committed residents. I welcome your input to include any other priority goals.

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