

MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, FL 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: December 10, 2018

SUBJECT: **AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, AMENDING CHAPTER 2 OF THE MIAMI BEACH CITY CODE, ENTITLED "ADMINISTRATION," BY AMENDING ARTICLE IV, ENTITLED "OFFICERS AND EMPLOYEES," BY AMENDING DIVISION I, ENTITLED "GENERALLY," BY AMENDING SECTION 2-191, ENTITLED "ENUMERATION OF ORGANIZATIONAL UNITS," BY DIVIDING THE TOURISM, CULTURE AND ECONOMIC DEVELOPMENT DEPARTMENT INTO TWO SEPARATE DEPARTMENTS TO BE KNOWN AS THE TOURISM AND CULTURE DEPARTMENT AND THE ECONOMIC DEVELOPMENT DEPARTMENT; AND, PROVIDING FOR REPEALER, SEVERABILITY, CODIFICATION, AND AN EFFECTIVE DATE.**

RECOMMENDATION

The Administration recommends approval of the ordinance.

BACKGROUND

Over the last twenty years the Department of Tourism, Culture and Economic Development (TCED) has morphed into one of the City's most diverse enterprises. The department incorporates beach concessions, lease agreements for city owned properties with both for-profit and non-profit organizations, a multitude of special events, film permitting, operation of the Miami Beach Convention Center and promoting programs and outreach to the world business community to attract new businesses and promote the expansion of existing businesses within Miami Beach.

With the departure of the Director of the Tourism, Culture and Economic Development Department at the end of the summer, this afforded me the opportunity to look at the structure of the department. This department historically has included a variety of functions not ordinarily found in the same agency. In fact, hiring a TCED director was challenging since it is difficult to find one individual with expertise in the various requisite skills. I also think that, in recent years, the services provided by TCED have taken on greater importance and priority in the City's agenda and require, therefore, greater focus on and attention to these functions. The role of economic development has particularly taken on greater importance as we have focused on specific neighborhoods, as well as we ponder the best business models and brands for the city moving forward.

Accordingly, and as discussed at the November 14, 2018 Commission meeting, I am recommending that the department be split into two different departments- Tourism and Culture Department and the Economic Development Department. This will allow me to hire a director for each department and will allow those individuals to focus on unique elements of their respective departments which are all very important to the brand and economic sustainability of Miami Beach.

1. Tourism and Culture Department:

This department would include the traditional functions of special events permitting, film and print permitting, Art in Public Places, cultural grants and coordination of tourism and MBCC activities. By separating these functions into a separate department, it will allow for greater focus on these activities, including better oversight of the important relationships with the MBCC, the GMCVB, the CVA and the GMBHA. This also reflects the Commission's increased emphasis on positioning the City as a true destination for great cultural offerings.

2. Economic and Joint Development:

This department would consist of two important functions. First, it would have a more robust and proactive role in true economic development, including working with the Business Improvement Districts, working on small business attraction and retention, and participating actively in the master planning for various economic corridors. We will be able to recruit a director with specific skills and experience in economic development who will not be distracted by the tourism side of the ledger. Secondly, it would house the existing Real Estate asset management division, which also plays an important role through the joint development opportunities presented by the City's real estate portfolio.

One function currently performed by TCED, the monitoring of our beach concessions, would be transferred to our Beach Management unit headed by John Ripple. I believe there is great synergy in such a move. The field monitor who handles those duties would be transferred to John's group.

It should be noted that the creation of two separate departments does not mean that these departments would operate as silos. There are obviously overlaps that will require them to work together, as well as working with other departments in the city as currently takes place. But the advantage of the separation is the ability to focus on their respective core functions and properly manage their respective staffs. The Tourism function is more tactical in nature, dealing with day to day operations, whereas the Economic Development role requires a more strategic approach. The latter has been a challenge for past TCED directors, particularly when special events pull them off in different directions for significant periods of time.

As discussed at the November 14, 2018 meeting, this change would be implemented, at this point, without any increase in head count. We are currently soliciting resumes for both the Tourism and Culture Director and the Economic and Joint Development director. Once we have the Economic and Joint Development department up and running, the director may identify additional resources that would assist in their efforts. Any such requests would go through the budgeting process for the next fiscal year

We hope to bring each of these new directors onboard early in 2019.

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Tourism and Culture Director

Salary Grade: u27/28

Job Code: 1054

NATURE OF WORK

This is responsible and advanced professional work overseeing Tourism and Culture for the City, including overseeing Convention Center Management, coordination with the Cultural Arts Council and Air in Public Places Committee, and permitting of film, print and special event. Work involves constant communication with the Greater Miami Convention Center and Visitor's Bureau, the hotel and event production industry, and the public. Oversees improvements to the Convention Center, maximizes the Miami Beach brand as a world class destination. Work involves extensive contact with government officials, public, private and non-profit agencies, the business and development community, citizen groups, advisory boards.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES

- Oversees the Convention Center contracts including the management contract and the food and beverage contract, ensuring that both net profits and quality of service are maximized.
- Oversees management of the contract with the Greater Mimi Convention and Visitor's Bureau to ensure that goals are met for Convention bookings at the Convention Center and Miami Beach hotels, and that leisure industry goals are met.
- Responsible for the City's Art in Public Places program from Call to Artist through installation of the art work
- Oversees the City's Cultural Grants programs, including supporting evaluation and scoring of grant applications by the Cultural Arts council, grant compliance, and processing of grant reimbursement packages.
- Serves as liaison with the hotel industry association
- Oversees the issuance of City of Miami Beach Special Events Permits which includes, but is not limited to, proper insurance certificates, indemnity agreements for legal documentation, applications, and permit fees to assure compliance with city/state and federal regulations
- Coordinates and monitors all facets prior to, during (on-site) and after action for all events
- Makes recommendations to City Administration as to whether or not special events should be authorized to be held within the City of Miami Beach
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- Facilitates specific/targeted events (e.g. , Air and Sea Show, International Tennis Federation Tournament.)
- Develops and manages sponsorship agreements for City sponsored events
- Maintains a synopsis of all events, for future reference and data
- Compiles and disseminates weekly special event calendar outlining the weeks activities, special events listings, describing what, where and when events will be held and the venue, hours and a brief description of those activities
- Develops alliances with key business sectors- Arts, Hospitality, International Business, Culture, Entertainment and Tourism
- Prepares RFP's for diverse projects related to the departments work plan
- Performs related work as required

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge regarding the necessary requirements for local, state and county levels of government and their approval processes
- Knowledge of current developments in cultural arts, entertainment, and special events planning.
- Knowledge of Tourism and sales management designed to attract revenue generating events
- Knowledge of community arts agencies and strategies for support to the non-profit community

- General knowledge of the organization, function and methods of operation of the City's departments
- Skilled in interpersonal relationships
- Ability to keep track of many items at the same time concerning different events
- Ability to establish and maintain effective working relationships with elected officials, coworkers, the press the general public and members of diverse cultural and linguistic backgrounds regardless of race, religion, age, sex, disability, political affiliation, gender identity or sexual orientation
- Ability to develop and review formal agreements with public and private sector entities
- Ability to develop sound business plans and operating procedures
- Ability to develop innovative and creative solutions to issues consistent with the City's strategic plan
- Ability to communicate effectively, both orally and in writing
- Strong organizational skills and meticulous record keeping abilities
- Ability to exercise good judgement and discretion interpreting City rules, regulations, policies and procedures
- Ability to establish and maintain effective working relationships with elected officials, coworkers, the press the general public and members of diverse cultural and linguistic backgrounds regardless of race, religion, age, sex, disability, political affiliation, gender identity or sexual orientation.
- Ability to serve the public and fellow employees with honesty and integrity in full accord with the letter and spirit of all city ethics and conflicts of interest policies. Strong understanding of ethical behavior is required.
- Ability to maintain regular and punctual attendance.
- Ability to report to work as directed during an emergency as an essential employee of the City of Miami Beach
- Performs related work as required

MINIMUM REQUIREMENTS

- Bachelor's Degree in Business, Public Administration or related to the occupational field.
- 10 years' experience in government or in the hospitality or cultural industry, with specific experience in tourism, special events and the arts.
- Experience working with neighborhood groups and relevant industry groups

PHYSICAL REQUIREMENTS

- Must have the use of sensory skills in order to effectively communicate and interact with other employees and the public through the use of the telephone and personal contact
- Physical capability to effectively use and operate various items of office related equipment, such as, but not limited to, computer, calculator, copier, and fax machine
- No significant standing, walking, moving, climbing, carrying, bending, kneeling, crawling, reaching, handling, sitting, standing, pushing, and pulling

SUPERVISION RECEIVED

- Work is performed is performed exercising considerable initiative and independence in undertaking and completing assignments under the general supervision of an Assistant City Manager

SUPERVISION EXERCISED

- Directly supervises support staff and professional staff. Work is assigned in terms of department goals and objectives. Work is reviewed through conferences, reports, and observation of department activities.

Job Description Approval:

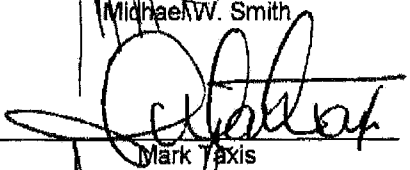
Human Resources Director:


Michael W. Smith

Date:

09.26.16

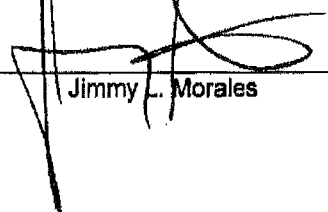
Assistant City Manager:


Mark Axis

Date:

9/29

City Manager:


Jimmy L. Morales

Date:

10/1/18

Created/Revised: 04/13, 11/16 09/18 MWS
Dept/Division: TCED
Job Code: 1054
EEO Class Code: Official/Administrator
EEO Class Code: Professional
FLSA Code: Exempt
Salary Grade: 27/28
Pension: General

MIAMI BEACH

Economic Development Director

Salary Grade: U27

Job Code: 3313

NATURE OF WORK

This is responsible and advanced professional work directing the City's economic development and joint development initiatives.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES

- Develops, implements and administers economic plans, programs, and policies
- Develops and maintains a database of vacant or underutilized commercial office and tenant spaces
- Staffs and coordinates local business committees
- Assists local business through the use of a marketing strategy
- Maintains strong working relationships with local BIDs, business associations, and property owner associations
- Serves as the City's representative as an economic development partner with the private sector to provide assistance in exploring/securing their relocation efforts and in areas such as permits and regulations, workforce training, financing, and marketing. Such work is performed either directly or by providing linkages with specialists in the City and other economic development service organizations
- Functions as a liaison with the Miami Beach Chamber of Commerce, Beacon Council, and other professional economic organizations
- Develops alliances with key business sectors- Arts, Hospitality, International Business, Culture, Entertainment and Tourism
- Drafts and manages real estate lease agreements, management agreements, and other contractual relationships related to City assets
- Evaluates costs and benefits for proposed joint development projects ensuring that the City receives value for their assets
- Negotiates joint development project agreements for Miami Beach which maximize use of City assets and further City priorities
- Prepares budgets and work plans and oversight for the City's community redevelopment areas, including ensuring compliance with the redevelopment plan
- Prepares RFP's for diverse projects related to the departments work plan
- Performs related work as required

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge regarding the necessary requirements for local, state and county levels of government and their approval processes
- Knowledge of how local economies function and fit within the larger marketplace
- Ability to anticipate the local impact of national and international economic and financial trends
- Ability to develop and review formal agreements with public and private sector entities
- Knowledge of place making strategies
- Ability to work across and coordinate with multiple departments within the City
- Skilled in interpersonal relationships
- Ability to keep track of many items at the same time concerning different events
- Ability to establish and maintain effective working relationships with elected officials, coworkers, the press the general public and members of diverse cultural and linguistic backgrounds regardless of race, religion, age, sex, disability, political affiliation, gender identity or sexual orientation
- Ability to develop sound business plans and operating procedures
- Ability to develop innovative and creative solutions to issues consistent with the City's strategic plan

- Ability to communicate effectively, both orally and in writing
- Ability to make community presentations out in the field.
- Strong organizational skills and meticulous record keeping abilities
- Ability to exercise good judgement and discretion interpreting City rules, regulations, policies and procedures
- Ability to serve the public and fellow employees with honesty and integrity in full accord with the letter and spirit of all city ethics and conflicts of interest policies. Strong understanding of ethical behavior is required
- Ability to establish and maintain effective working relationships with elected officials, coworkers, the press the general public and members of diverse cultural and linguistic backgrounds regardless of race, religion, age, sex, disability, political affiliation, gender identity or sexual orientation.
- Ability to serve the public and fellow employees with honesty and integrity in full accord with the letter and spirit of all city ethics and conflicts of interest policies. Strong understanding of ethical behavior is required.
- Ability to maintain regular and punctual attendance.
- Ability to report to work as directed during an emergency as an essential employee of the City of Miami Beach
- Performs related work as required

MINIMUM REQUIREMENTS

- Bachelor's Degree in Economics, Business, or related to the occupational field. Master's degree preferred.
- 10 years of experience relevant to the major duties/essential functions of the position. Part-time experience will be prorated.

PHYSICAL REQUIREMENTS

- Must have the use of sensory skills in order to effectively communicate and interact with other employees and the public through the use of the telephone and personal contact
- Physical capability to effectively use and operate various items of office related equipment, such as, but not limited to, computer, calculator, copier, and fax machine
- Must be able to make community presentations out in the field.
- Light standing, walking, moving, climbing, carrying, bending, kneeling, crawling, reaching, handling, sitting, standing, pushing, and pulling

SUPERVISION RECEIVED

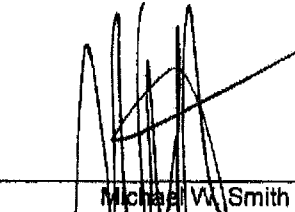
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SUPERVISION EXERCISED

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Job Description Approval:

Human Resources Director:



Michael W. Smith

Date:

10.18.18

Assistant City Manager:

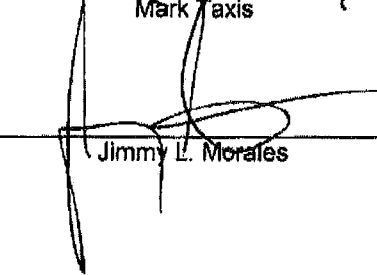


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