

MIAMI BEACH

Procurement Department
1755 Meridian Ave., 3rd Floor
Miami Beach, Florida 33139

REQUEST FOR LETTERS OF INTEREST RFLI 2021-036-KB EXECUTIVE RECRUITMENT SERVICES

- 1. Introduction.** On October 7, 2020, Jimmy L. Morales, City Manager for the City of Miami Beach, Florida, announced his resignation from the position of City Manager, effective February 1, 2021. At its October 14, 2020 meeting, the City Commission of the City of Miami Beach, Florida, directed City staff to initiate an expedited process to seek letters of interest from top executive recruitment/search firms to assist with the selection of the City's next City Manager, with particular emphasis on firms with experience in recruiting state, county, or local government chief executive officers.

For example purposes only, the City's latest job description for the position of City Manager is included in the Commission Memorandum, dated October 14, 2020, attached as Exhibit A to this RFLI. Notwithstanding, the City expects the selected recruitment/search firm to update the job description, with input from City staff, and subject to final approval by the City Commission.

Accordingly, this RFLI has been prepared and sent to your firm for its consideration. Should your firm wish to be considered, please respond with the information requested herein, in the format set forth in Section 4. **As time is of the essence, all responses/proposals must be submitted no later than 1:00 p.m. (EDT) on October 23, 2020.** City staff will review responses/proposals and present a shortlist of proposals to the City Commission at its next regular meeting on October 28, 2020. It is anticipated that the City Commission will select a firm at that time.

- 2. Anticipated Scope of Work.** The anticipated scope of work for this engagement is outlined below. However, the final scope, as well as fees, will be negotiated with the selected firm and shall be subject to approval and execution of a final contract between the City and the selected firm:
 - Develop recruiting specifications, in conjunction with the City Commission and other City officials, which address the specific duties, responsibilities, operational issues and traits, and other factors that are relevant to the position of City Manager;
 - Develop minimum qualifications and desired qualifications for the position of City Manager;
 - Develop a work plan and timeline for each phase of the process.

Note: A preliminary workplan and timeline for the recruitment process, which is outlined in the attached Commission Memorandum, dated October 14, 2020, has been included for illustrative purposes ONLY, as Exhibit A to this RFLI. Proposers are urged to use this timeline as a starting point; **HOWEVER, THE CITY COMMISSION HAS INDICATED THAT ITS PRIMARY GOAL IS TO UNDERTAKE A COMPREHENSIVE RECRUITMENT AND SELECTION PROCESS FOR THIS MOST IMPORTANT POSITION. THEREFORE, THE CITY COMMISSION IS AMENABLE TO EXTENDING THE TIMELINE AND/OR DEADLINES SET FORTH IN EXHIBIT A, TO THE EXTENT THE RECRUITMENT FIRM DEEMS IT IS NECESSARY IN ORDER TO FULFILL THE PRIMARY OBJECTIVE, WHICH IS TO UNDERTAKE A ROBUST RECRUITMENT PROCESS THAT LEADS TO THE SELECTION OF THE MOST QUALIFIED CANDIDATE FOR THE CITY MANAGER POSITION;**

- Conduct a search and recruiting activities, which include without limitation selected advertising, “headhunting,” and outreach/networking;
- Develop recruiting specifications which, at a minimum are intended to identify and encompass a nationwide search for the most qualified and talented candidates for this position;

Note: Even though this RFLI contemplates that the selected firm will undertake a nationwide search and recruitment process, senior City administrators currently employed by the City of Miami Beach shall be encouraged to apply for the City Manager position; accordingly, the selected firm will give equal consideration to such internal City candidates, provided such candidates meet the minimum qualifications for the City Manager position. Put simply, in addition to recruiting the most qualified outside candidates, the City recognizes that there may be internal candidates who serve in senior management positions in the City Administration who will be interested in applying for this position and, subject to qualification, should be given equal consideration.

- Document procedures to be carried out, including timeline for their accomplishment;
- Prepare recruiting materials that present an accurate profile of the position and environment;
- Contact potential candidates through written material, advertising, and direct recruiting;
- Develop criteria for evaluating candidates;
- Develop a screening process for evaluating candidates;
- Develop a shortlist of finalists utilizing generally accepted screening practices and procedures to be detailed in the report;
- Screen and evaluate candidates to establish a qualified shortlist of finalists for interview with City officials, including the Mayor and City Commissioners;
- Research personal, professional, and academic qualifications thoroughly and discreetly, including without limitation conducting the appropriate background, security, and credit checks or investigations;
- Consolidate the findings of the final shortlisted candidates in clear, objective profiles detailing the following: current situation, past experience, and skills and performance that are directly appropriate to the position; and
- Develop and participate in the selection process (if required), to include meetings with the Mayor and City Commissioners; further shortlist candidates (if required); conduct additional searches and background investigations (if required); and assist in final selection/interview process.

3. Questions. Any question regarding this RFLI shall be submitted to the Procurement Contact identified below:

Procurement Contact:
Kristy Bada

Telephone:
305-673-7490 ext. 26218

Email:
kristybada@miamibeachfl.gov

4. **Submittal Format.** Responses should be in letter form and include the following:
- a. **Respondent Information.** Information regarding the respondent and its team, including but not limited to firm name, years in business, principals, headquarter and local office details, and the primary contact for any matters relating to the RFLI, including name, position and contact information.
 - i. **Lead Representative.** Provide the name, resume and location for the firm representative that would be lead on this engagement if selected.
 - b. **Previous Similar Experience.** List all recruitments for city managers or chief executive officers for which the firm has been retained in the last five (5) years. For each recruitment, provide the following information: 1) agency; 2) client primary contact, including telephone and email; 3) summary of engagement; 4) dates of engagement; 5) name of individual placed; 6) fees received from agency and/or individual placed.
 - c. **Previous Similar Experience in Florida.** List all recruitments for city managers or chief executive officers for which the firm has been retained by a Florida agency in the last five (5) years. For each recruitment, provide the following information: 1) agency; 2) client primary contact, including telephone and email; 3) summary of engagement; 4) dates of engagement; 5) name of individual placed; 6) fees received from agency and/or individual placed.
 - d. **Other Related Experience.** List all recruitments for other chief executives or comparable positions for either public or private clients for which the firm has been retained in the last five (5) years. For each recruitment, provide the following information: 1) agency; 2) client primary contact, including telephone and email; 3) summary of engagement; 4) dates of engagement; 5) name of individual placed; 6) fees received from agency and/or individual placed.
 - e. **Proposed Work Plan.** Provide a work plan that includes an overview and explanation of the major milestones the firm would recommend for this engagement. Final scope of work will be negotiated with the selected firm.
 - f. **Price Proposal.** Provide a breakdown of fees for the engagement. Final fees will be negotiated with the selected firm.
5. **Submittal Due Date and Requirements.** The deadline for letters of interest is **October 23, 2020 at 1:00 p.m., Eastern Time (ET)**. Electronic responses to this RFLI are to be submitted via email until the date and time indicated above. Responses shall be emailed to Kristy Bada at kristybada@miamibeachfl.gov.

It is the sole responsibility of the respondent to ensure its letter of interest is received before the RFLI closing date and time.

6. **Selection Process.** A team of City staff will review all responses and shortlist the most qualified firms for the City Commission's consideration and final selection. Shortlisted firms may be required to make brief and succinct presentations to the City Commission on October 28, 2020, or as scheduled in accordance with the City Commission's direction.

Exhibit A - Commission Memorandum

MIAMI BEACH

OFFICE OF THE MAYOR AND COMMISSION

COMMISSION MEMORANDUM

TO: Members of the City Commission

FROM: Mayor Dan Gelber

DATE: October 14, 2020

SUBJECT: PROPOSED CHRONOLOGY FOR SELECTION/APPOINTMENT OF NEW CITY MANAGER

Following City Manager Morales' resignation this week (which will be effective on February 1, 2021), I believe that it is in the best interest of the City to immediately begin discussion regarding the selection process for the new City Manager. Accordingly, I requested that the City Clerk and City Attorney draft the attached proposed procedures, which take into consideration the process that was followed for the selection of City Manager Morales in 2013. I don't presume that this is the only way, but believe that seeing one potential critical path might help us reach agreement on this or another plan.

Ideally, if the Commission were to conceptually approve the proposed procedures at the October 14, 2020 City Commission Meeting, we could start the search immediately and finalize it shortly after Mr. Morales' scheduled departure (i.e. February 1, 2021).

I would like to discuss the attached procedures/timelines; get input from the Commission; and approve a process at the October 14, 2020 Commission meeting so we can begin immediately moving forward with this most important decision.

PROPOSED CHRONOLOGY FOR SELECTION/APPOINTMENT OF NEW CITY MANAGER

October 14, 2020 – City Commission Meeting

City Commission conceptually approves process for selection and appointment of new City Manager.

October 28, 2020 – City Commission Meeting

Via waiver of competitive bidding, the City Commission authorizes the City Attorney and the City Clerk to negotiate a Professional Services Agreement with a qualified recruitment firm(s) to assist the Mayor and City Commission in the City Manager selection/hiring process; further, appropriating an amount not to exceed \$40,000 for such agreement(s) with the successful firm. (Note: Prior to the October 28, 2020 Commission Meeting, the Procurement Department will provide via LTC a list of potential qualified recruitment firm(s).)

- The recruitment firm will assist with the following:
 - Develop recruiting specifications, in conjunction with the City Commission and other City officials, which address the specific duties, responsibilities, operational issues, traits, and other factors that are relevant to the position of City Manager;
 - Develop minimum qualifications and desired qualification for the position of City Manager;
 - Develop a timeline for completing the phases of the process;
 - Conduct a search with recruiting activities, including selected advertising and networking;
 - Develop recruiting specifications to encompass a nationwide search;
 - Prepare recruiting materials that present an accurate profile of the position and environment;
 - Contact potential candidates through written material, advertising, and direct recruiting;
 - Develop criteria for evaluating candidates;
 - Develop a list of finalists, together with the City Commission, utilizing generally accepted screening practices and procedures to be detailed in a report;
 - Screen and evaluate candidates to establish a qualified group;
 - Research candidates' personal, professional, and academic qualifications thoroughly and discreetly;
 - Consolidate the findings of the final candidates in clear, objective profiles detailing: current situation, experience, skills, and performance that are directly appropriate to the position; and
 - Develop and participate in the selection process, to include meetings with the Mayor and Commissioners.

November 18, 2020 – City Commission Meeting

The City Commission, with the assistance of the recruitment firm will finalize:

- Recruiting specifications;
- Minimum qualifications and update the latest job description, if necessary, for the position of City Manager;
- A timeline for completing the phases of the process;
- Recruiting/advertising specifications to encompass a nationwide search; and
- Criteria for evaluating candidates.

A copy of the current City Manager job description is attached as Exhibit A.

Prior to the City Commission Meeting of January 2021

The recruitment firm will:

- Provide the complete list of applicants to the City Commission; and
- Provide a list of recommended finalists (shortlist).

The City Commission may elect to add additional candidates to the recommended shortlist of finalists by submitting the name(s) to the City Clerk. If at least 3 or more City Commissioners submit the same name (of an additional candidate) to the City Clerk, then that candidate will be added to the shortlist of finalists.

January 2021 Commission Meeting

Having been provided information on the final shortlisted candidates by the recruitment firm, the City Commission will develop and approve a process and timeline for one-on-one interviews and develop a process for final interviews before the entire City Commission.

February 2021 Commission Meeting

The City Commission will:

- Conduct interviews of the final candidates at the public meeting;
- Following the interviews, the City Commission will vote to select a new City Manager (Majority vote required); and
- Authorize the City Attorney and the Chair of the Finance and Economic Resiliency Committee to negotiate an Employment Contract with new City Manager.

February 2021 Second Commission Meeting

- The City Commission will consider/approve the City Manager's Employment Contract.
- If the Employment Contract is approved, the City Clerk will swear-in new City Manager.

NOTE:

- 1) Because new City Manager may not be appointed until mid to end of February, the City Commissions may have to select an interim Manager to cover the "gap."
- 2) The City Clerk will be the point of contact between the search firm, applicants, and City Commission. The City Attorney shall provide legal support to the City Clerk and City Commission throughout the search process.



City Manager

Class Code:
1001 / Grade UNC

Bargaining Unit: Unclassified

CITY OF MIAMI BEACH
Revision Date: Nov 16, 2009

NATURE OF WORK:

Highly responsible administrative and managerial work in the operation of a full-service City government.

ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES:

- Directs and coordinates work of the staff and operating departments
- Hires and fires staff
- Administers the personnel system and deals with employees
- Monitors and controls financial affairs of the City
- Prepares and implements budget
- Relates to neighboring jurisdictions; the county, state, and federal government; other governmental agencies; and local citizens, interest groups, vendors, and contractors
- Conducts press relations and public relations
- Carries out directives from the City Commission
- Responds to, and solves citizen problems
- Devises policy recommendations
- Solves problems
- Advises City Commission of recommendations
- Directs the development of policies and procedures relative to collective bargaining negotiations and interpretation, Human Resources administration and special projects assigned by the City Commission
- Directs the City's collective bargaining negotiations, contract agreements, impasse proceedings, grievances, and related employee-relations activities
- Oversees the development of liaisons to various City Boards and Committees: Tourist & Convention Center Expansion Authority; Community Benefits Committee; Convention Center Advisory Board; Visitors and Convention Authority; Community Affairs Committee; Black Box Committee; and the Greater Miami Convention and Visitors Bureau
- Performs related tasks as required

MINIMUM REQUIREMENTS:

- Bachelor's degree from an accredited college or university
- Two (2) years' recent experience as a City Manager or as a CEO of a government or private organization
- An equivalent combination of training and experience may be substituted

- Demonstrated professional management, leadership, and communication skills, including fiscal, planning, human resources, labor relations, private/public joint ventures, tourism, and municipal operations
- Experience in dealing effectively with diverse cultures and in economic and community development
- City of Miami Beach residency is preferred
- Experience can substitute for education on a year-for-year basis

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of public management and organization theories, principles, practices and techniques at the local level
- Thorough knowledge of the organization, function, and methods of operation of the City's legislative and executive staff and departments
- Extensive knowledge of the basic laws, ordinances and regulations underlying the municipal corporation
- Thorough knowledge of municipal finances and administration
- Ability to analyze a variety of complex administrative problems, to make sound recommendations for their solutions, and to prepare working procedures
- Ability to express ideas effectively, both orally and in writing
- Ability to establish and maintain effective working relationships with other City officials, employees and the general public
- Ability to plan, supervise, and coordinate the work of subordinates

PHYSICAL REQUIREMENTS:

- Must have the use of sensory skills in order to communicate and interact effectively with other employees and the public through the use of the telephone and personal contact
- Physical capability to use and operate effectively various items of office-related equipment, such as, but not limited to, personal computer, calculator, copier, and fax machine
- No significant standing, walking, moving, climbing, carrying, bending, kneeling, crawling, reaching, handling, sitting, standing, pushing, and pulling
- Strong stamina for complex work and able to work long hours
- Ability to read extensively and quickly
- Ability to retain the substance of reading materials
- Ability to get with others, delegate responsibility and energize subordinates and seek to reconcile divergent points of view

SUPERVISION RECEIVED:

- Work is performed with substantial latitude for independent judgment subject to review by the City Commission

SUPERVISION EXERCISED:

- Plans, organizes, and directs City departments