

# CITY MANAGER

Miami Beach, Florida



MIAMI BEACH

Recruitment Services Provided by Ralph Andersen & Associates



## The Opportunity to Lead

The award-winning City of Miami Beach, Florida is conducting a national recruitment for a City Manager with a verifiable and highly successful record of accomplishment of inclusive and transparent leadership in guiding an organization. Serving at the pleasure of a seven-member City Commission comprised of an elected Mayor and six elected City Commissioners, the City Manager will work with a capable staff of approximately 2,200 full-time employees with a FY-2021 general fund operating budget of \$627.1 million and a five-year Capital Improvement Plan programmed at \$1.2 billion. The City has a S&P AA+ bond rating and a Moody's Aa2 General Obligation (GO) bond rating. The ideal candidate will have excellent leadership and masterful people and communication skills along with mature decision making/judgment abilities. The successful candidate must have a proven reputation for superior integrity and unquestionable ethics and will be a highly skilled public administrator eager to contribute his or her creative and insightful leadership skills to help shape the future of the City of Miami Beach.

# Why the City of Miami Beach?

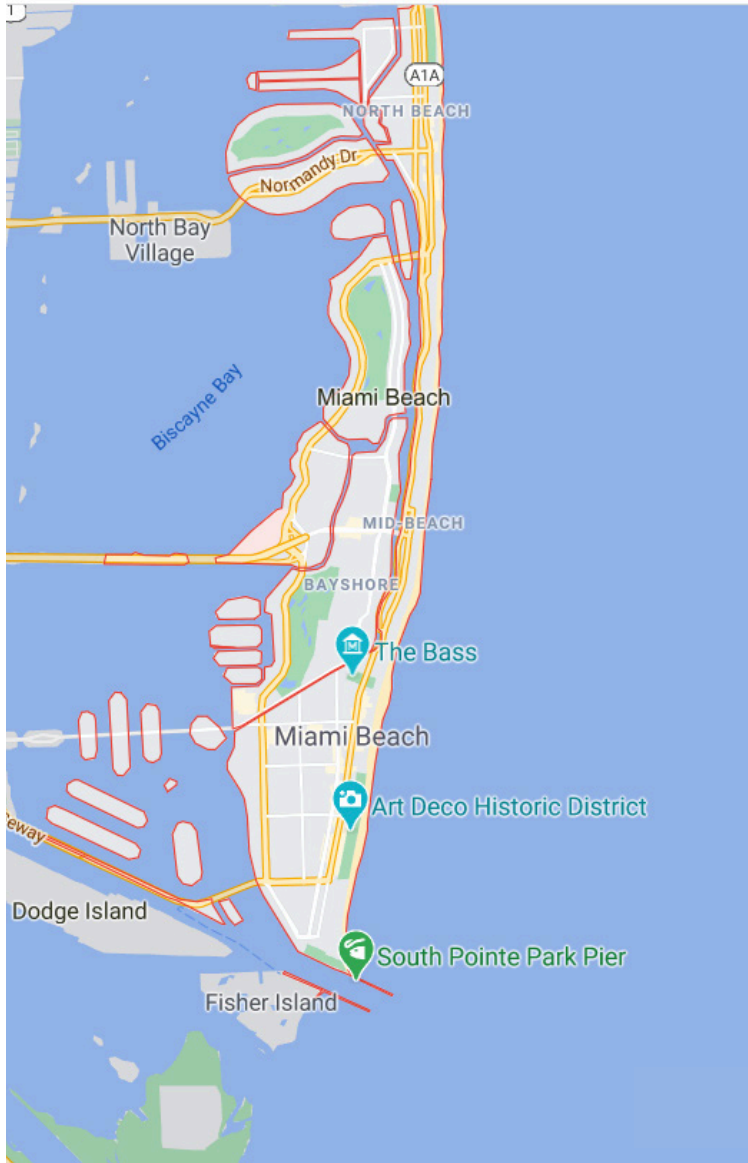
World-renowned, Miami Beach is both a tourist mecca and a vibrant business and residential community with more than seven miles of beaches, three golf courses, twenty parks, and world class art, culture, dining, nightlife, and shopping. A major convention and tourism destination with the largest convention center in South Florida, Miami Beach has become a year-round international resort and one of the premiere cities within the South Florida region. Renowned for its natural beauty and outstanding quality of life, the City of Miami Beach, Florida is one of the friendliest award-winning cities in the State of Florida.

The City of Miami Beach was incorporated in 1915 with a population of 100. Presently the estimated total year-round population is approximately 92,000 with an estimated daily population up to 300,000 per day. Miami Beach began as a fruit plantation community but soon proved to be a more promising resort and recreation center. Early developers built polo fields, tennis courts, and hotels to attract visitors to the oceanside village. Today Miami Beach is a cosmopolitan, tropical island with a strong emphasis on historical preservation and with residents who are as diverse as its visitors. Over seven million tourists visit the City of Miami Beach each year, with most stopping in the iconic South Beach and Art Deco Historic District, making the area the second most popular visitor destination in the State of Florida, following Disney World. Tourism contributes tens of billions of dollars annually to the area's economy.

While Miami Beach is known for its leisure and cultural activities, the year-round residents of Miami Beach are energetic and take great pride in their community. The City is diverse, multi-cultural, and highly educated. The median age of residents has decreased from 65 years or older to 42 or younger since 2010. The most recent census indicates the population is comprised of 53% Hispanic, 40.5% White, 4.4% African American, and 2.1% other.



## Why the City of Miami Beach? (continued)



Miami Beach has become a global center for fashion, film, television, music, news media, and performing and visual arts. The City is home to an exceptional symphony, a first-class ballet company, several museums, and numerous artists and galleries. Attractions include the historic Art Deco District, the Holocaust Memorial, and the Fillmore Miami Beach at Jackie Gleason Theatre of Performing Arts. The City has a one million square foot newly renovated LEED Certified convention center that hosts a variety of trade and consumer shows as well as concerts and special events. The City is host to major annual events such as Art Basel Miami Beach and the Miami Beach International Auto Show.

The successful refurbishment of the Art Deco District sparked an economic boom that continues to attract tourism and new industries to the area. Second only to tourism is the City's healthcare industry. The City is also home to a multi-million-dollar modeling and entertainment industry. Located opposite Miami across the Biscayne Bay, the City of Miami Beach has a land area of approximately 15.22 square miles that includes 7.69 square miles of land and 7.53 square miles of water. The City boasts an annual average temperature of 75 degrees Fahrenheit, which along with the beachfront access contributes to its excellent outdoor recreational opportunities. Housing costs range from multi-million-dollar homes to more moderate and affordable housing. Choices include single-family dwellings, condominiums, and apartments, with large selections of rental properties available. The public schools are part of the Miami-Dade County Public School System, and there are six major universities and colleges located within a 25-mile radius of Miami Beach.

## Why the City of Miami Beach? (continued)



Miami Beach is not only South Beach but is also home to the City's Mid-Beach and North Beach neighborhoods, each of which maintains a distinct character. The Mid-Beach neighborhood is predominantly residential but is also home to some of the City's most popular and well-known hotels, such as the Fontainebleau Hotel or Eden Roc Hotel as well as the Collins Park Arts District and the Faena District. The re-emerging neighborhood of North Beach has much to offer visitors and residents and is currently the focus of the City's community redevelopment efforts. With the recently approved North Beach Master Plan, the beach in the North Beach area, along with its adjacent park, is known for its green spaces and walking trails. North Shore Open Space Park Beach, recently renamed North Beach Oceanside Park, is well maintained and offers an alternative to some of the more popular - and crowded - beaches of the area.

The City of Miami Beach with its dazzling array of amenities, scenic location and numerous economic, cultural, tourism, entertainment, and active lifestyle offerings is truly a great place to raise a family, live, work, and play. To learn more about the City, please visit [www.miamibeachfl.gov](http://www.miamibeachfl.gov).

# CITY OF MIAMI BEACH

## MIAMI BEACH'S STRATEGIC PLAN THROUGH THE LENS OF RESILIENCE

### The Miami Beach Vision



**A PROSPEROUS CITY** with a special flavor of arts, culture, education, and business.



**A SAFE CITY** with a mosaic of residents enjoying life in iconic and historic **NEIGHBORHOODS**.



**A RESILIENT COASTAL CITY** with a thriving environment and modern infrastructure.



**A PEOPLE-FIRST CITY** where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.



**A SMART CITY** of high quality and efficient services and employees.

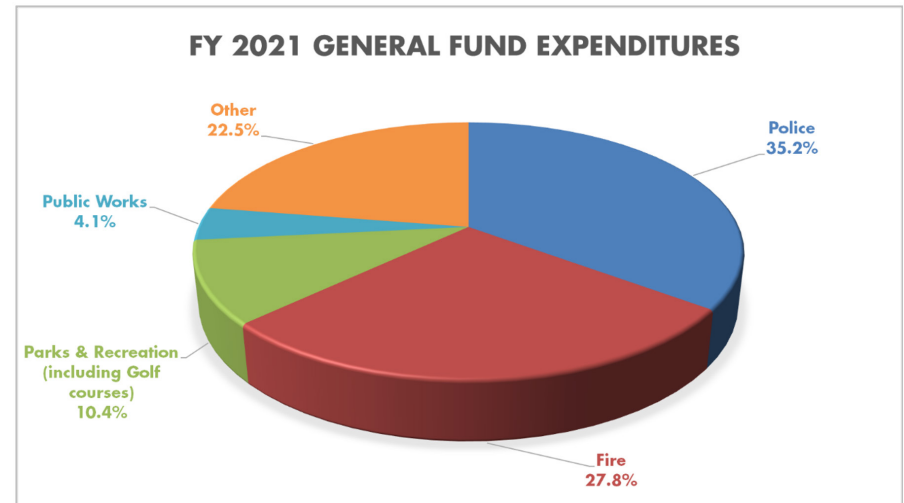
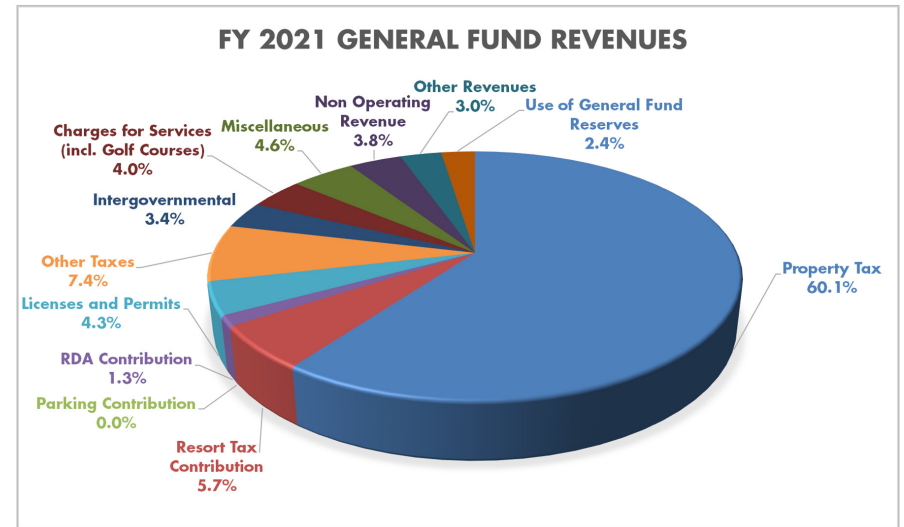


# City Government

The City of Miami Beach currently operates under a Commission/City Manager form of government. The Commission is comprised of the Mayor who serves a two-year term and six Commissioners who are elected to four-year staggered terms. Elections are held in odd-numbered years. The Mayor, who presides over the Commission's meetings, may vote on all matters that come before the City Commission, but has no power to veto. The City Manager, City Attorney, City Clerk, and Inspector General are appointed by the City Commission.

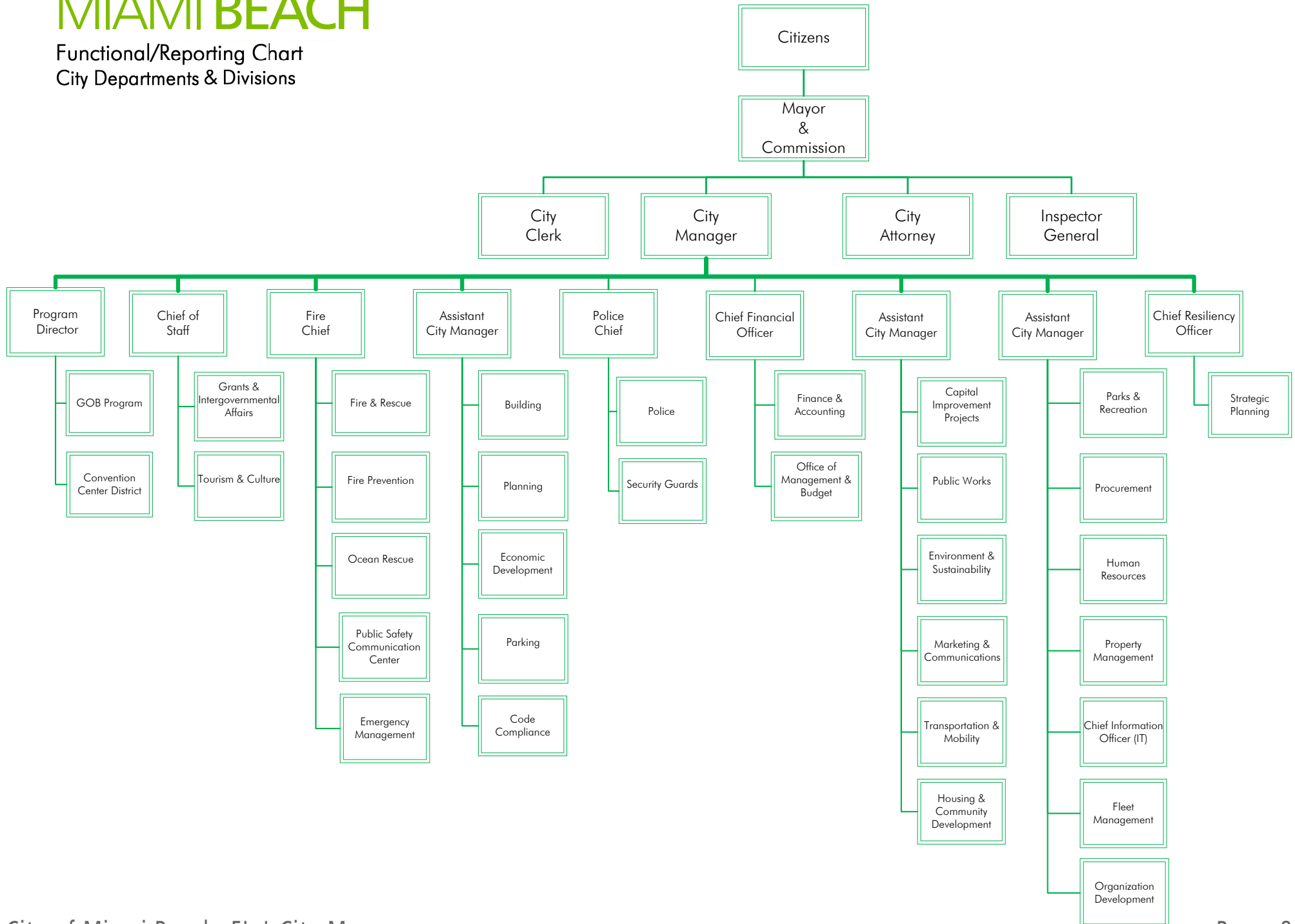
The City provides a full range of services, including police and fire protection, recreational activities, cultural events, sanitation services, neighborhood community services, and construction and maintenance of streets and infrastructure.

The FY-2021 general fund operating budget is \$627.1 million, plus a five-year Capital Improvements Plan programmed at \$1.2 billion. The City employs a highly capable staff of approximately 2,200 full-time employees who are represented by five bargaining units.



# CITY OF MIAMI BEACH

## Functional/Reporting Chart City Departments & Divisions





# The Responsibilities of the City Manager

Appointed by and serving at the pleasure of the City Commission, the City Manager is the CEO and City's Chief Administrator. The City Manager implements all City Commission policy decisions and oversees the City budget and finances. The City Manager also oversees delivery of City services, including providing leadership and direction to department heads and other staff providing a full range of the following services:

- business and economic development,
- capital construction,
- code enforcement,
- community development,
- emergency management,
- finance,
- fire,
- housing and community services,
- internal services (including human resources, information technology, and procurement),
- parks and recreation functions, programs, and activities,
- police,
- public works (including stormwater and water & sewer utilities),
- real estate and asset management services, and
- tourism, arts, and culture.

In addition, the City Manager engages the community, builds consensus, and facilitates partnerships with a wide variety of public and private sector stakeholders.

The City Manager offers insight and expert analysis to assist the City Commission in formulating and implementing short- and long-range goals for City growth and management. The City Manager interacts actively with the City Commission, the community, and other local government stakeholders to ensure that the ongoing business of planning for the City of Miami Beach's future remains a highly inclusive and collaborative process. With a broad scope of professional expertise, the City Manager provides visionary leadership to support the development and management of multiple projects and partnerships designed to enhance economic growth, protect the environment, and strengthen neighborhoods. In general, the City Manager will work to improve City services and the quality of life for the people that live and work in Miami Beach. Other duties of the City Manager include the following:

- Monitoring and controlling financial affairs of the City; preparing and implementing the budget;
- Directing and coordinating staff work and operating departments; hiring and firing staff; administering the personnel system;

# The Responsibilities of the City Manager (continued)

- Working with neighboring jurisdictions, such as the county, state, and federal government, other governmental agencies, local citizens, and interest groups; conducting media relations and public relations;
- Carrying out directives from the City Commission; responding to and solving citizen problems; devising policy recommendations, problem solving, and advising the City Commission of recommendations;
- Directing the development of policies and procedures relative to collective bargaining negotiations and interpretation, Human Resources administration, and special projects assigned by the City Commission;
- Directing the City's collective bargaining negotiations, contract agreements, impasse proceedings, grievances, and related employee-relations activities; and
- Participates extensively in community events.

In summary, the City Manager carries out executive responsibilities in a highly visible, and sometimes controversial and political environment. A key responsibility of the City Manager will be to continually enhance and improve communication through encouraging open dialogue and debate on all topics. Operating within broad general policy guidelines, the City Manager exercises substantial latitude and discretion, under the guidance of the City Commission, to achieve effective and efficient utilization of City resources in serving the residents of Miami Beach and other constituents. The City has three Assistant City Managers who report directly to the City Manager.



# Key Challenges and Opportunities

The City of Miami Beach is a dynamic, unique, and diverse multi-cultural community. The City Manager will play a key role in the continuously evolving and changing role of City government and must continue to promote an environment that brings out the best in the community. The City of Miami Beach embraces its responsibility to continually improve relationships in and among the community and surrounding areas, including its relationship with the local business community. The City continues to balance meeting the needs of residents and the local businesses within the community, while preserving the City's historic culture and quality of life.

In addition to day-to-day operations, other major issues and challenges include:

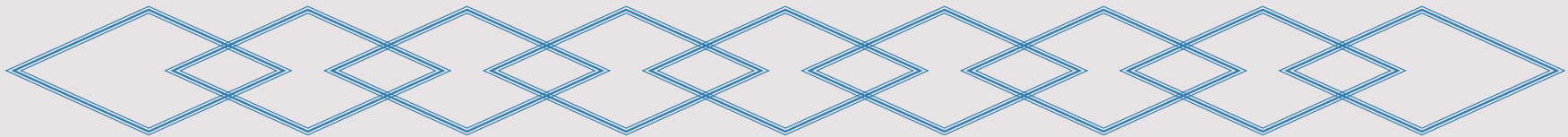
## *Infrastructure and Environment*

### **Stormwater/resiliency program**

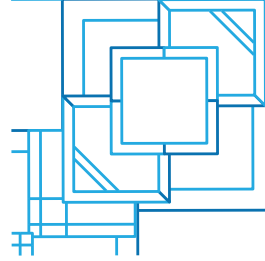
- Develop a plan to address aging drinking water and sanitary sewer infrastructure.
- Work regionally to come up with a plan to improve Biscayne Bay water quality.
- Develop plans to combat sea level rise and climate change including road raising, installing pump stations, renovating and improving seawalls throughout the City, and adopting comprehensive planning and land use policies that advance the City's resiliency goals.

### **General Obligation Bond program**

- Ensure quality planning, including performance measures, coordination with other projects, and timely, on-budget execution of the City's over \$400 million General Obligation Bond Program.



# Key Challenges and Opportunities (continued)



## *Mobility and Community*

### **Improve mobility for the community**

- Advocate for and drive regional and creative solutions, including the prompt implementation of a successful (e.g., ridership), new dedicated Express Bus on the Julia Tuttle.
- Continue to implement the Transportation Master Plan, expanding the City's bicycle path network.

## *Safe, Healthy, and Clean Neighborhoods*

### **Improve quality of life for residents**

- Enhance ongoing execution of core City services (e.g., public safety, Code enforcement, cleanliness, etc.), especially in the North Beach neighborhood.
- Make significant progress on neighborhood revitalization and master plans (e.g., Washington Avenue, 41st Street, and North Beach).
- Improvement and expansion of Parks programming and facilities through a Parks Master Plan.
- Increased cultural offerings, including strengthening our existing cultural institutions, bringing the artists back, and elevating the Collins Park cultural district.
- Create an educational campaign to address public perception of crime and the Police Department.
- Continue and improve the enhanced use of technology and crime data by the Police Department.
- Increased community outreach by the Police Department, including collaboration with neighborhood watch programs, private security, and community groups.

### **Maximize community communications**

- Continue development of creative tools and drive utilization (e.g., Engagement Toolbox, online forums, advisory polling, direct mail, Facebook Live, etc.).

## Key Challenges and Opportunities (continued)

- Ensure residents have viable avenues of two-way conversation in anticipation of large projects and/or necessary updates and emergencies via a comprehensive internal and external communications plan utilized by all internal and external project information officers.
- Convene quarterly meetings of Homeowner and Neighborhood Associations presidents with senior staff.
- Employ social media and media monitoring tools to ensure residents and visitors are being reached.

### *Prosperity*

#### **Convention Center campus**

- Structure plan to identify financing for renovation of the Fillmore Theater.
- Work with Greater Miami Convention & Visitors Bureau (GMCVB) and Spectra to program the Miami Beach Convention Center (MBCC) with conventions and trade shows.



# Key Challenges and Opportunities (continued)

## Lincoln Road

- Continue to work with Business Improvement District (BID) to achieve robust cultural and arts programming.

## Ocean Drive/ Mixed Entertainment District

- Bring creative solutions to improve resident appeal, public safety perceptions, and business vibrancy.
- Work with stakeholder (including a BID, if formed) to create higher end activation and programming.

## Organizational Innovation

### Leadership

- Implement strategic plan that links City Commission goals, management objectives, and the budget.
- Increase the use of fact-based analyses with robust business cases to assess potential transactions (e.g., public-private agreements), and quantitative performance measures supporting after action analyses.
- Serve as a strong CEO. Further drive the City agenda and ensure that professional staff's expert point-of-view are heard at all Commission hearings, including clear, concise recommendations on Commission memos.
- Build senior leadership team capabilities for succession planning.

### Coordinate with the Office of Inspector General

- Proactively use the Inspector General as a valuable resource to improve City performance and identify inefficiencies.

### Internal Services

- Work to implement an open data program.
- Explore policies to better align City functions for the modern workforce, including work hours, travel, cell phones, and social media.

### Customer Service

- Address root causes of City of Miami Beach reputation of being "hard to do business with."
- Streamline permitting and development review process.

### Fiscal

- Improve the fiscal health of pensions, health care, and innovative risk management.
- Focus on long-term viability of enterprise funds (e.g., Parking, Sanitation).
- Full implementation of program management budget.
- Explore more efficient management staffing and techniques.

The City Manager's job does not stop there though. Often spending many late nights, weekends, or early mornings attending events, community meetings, or addressing the media during any crisis, the City Manager position requires a 24/7 commitment.

# The Ideal Candidate

The ideal candidate for City Manager of Miami Beach should have a verifiable and highly successful record of accomplishment of inclusive and transparent leadership in guiding an organization. The candidate should believe in making a difference through public service and strong administrative skills and ensure an outstanding quality of life for residents while maintaining fiscal and economic stability. He/She should be a strong, motivated, and experienced leader with demonstrated strategic decision-making skills, and a person of superior integrity and unquestionable ethics.

The successful candidate should effectively incorporate a strong **business sense** with an established history of **fiscally prudent management**, including managing expenses, preserving investment in essential services (i.e., public safety, parks, transportation), and expanding revenue sources, including both state and federal grants.

He/She must be able to promote access, openness, and responsiveness in City government, and be a decisive and effective negotiator working to build consensus between competing constituencies.

The successful candidate will recognize the importance of ongoing participation in intergovernmental activities at regional, state, and national levels, and through this participation work to influence legislative and regulatory change consistent with the City's interests and needs.



## The Ideal Candidate (continued)

The candidate must demonstrate a strong commitment to community initiatives. He/She will possess the leadership presence, capacity, and prior experience to enhance the broad organizational and regional system through cooperative planning and action.

### **Additionally, the successful candidate will have the following knowledge skills and abilities:**

- Demonstrate the highest leadership ability;
- Excel in administrative and financial skills;
- Exhibit strategic, progressive thinking, and methodology;
- Maintain the ability to lead by example, thereby inspiring others;
- Instill value in and respect for the organization and its employees;
- Knowledge of FEMA disaster preparedness (Hurricanes) and disaster recovery policies and procedures;
- A demonstrated ability to successfully work with other legislative bodies, elected and appointed officials; county, municipal, state, and federal;
- Implement short- and long-term capital improvement plans, projects, and budgets;
- Politically astute without being political;
- Professional, consistent, and impartial in dealing with staff, citizens, and the City Commission;
- Practical knowledge of public safety services including Fire Rescue, Police, and Emergency Management;
- A proven record of accomplishment in economic development; and
- Articulate the overall goals of the City of Miami Beach.

In summary, the ideal candidate will provide the enlightened, administrative leadership that this complex, culturally diverse, and inclusive of community expectations.



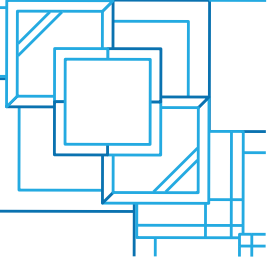
# Qualifications

**Experience:** Requires a minimum of seven years of progressively responsible administrative experience (public or private) with at least five years as a department director. Extensive administrative and management experience (preferably in the public sector, as a City Manager, Assistant/Deputy City Manager, or equivalent position) that clearly demonstrates the ability to lead the activities of a complex, municipal government.

**Education:** Possession of a four-year college or university undergraduate degree with major course work in public administration, business administration, management, or a closely related field. A Master's degree in public administration, business administration, or a related field is desired, but not required.

**Residency Requirement:** Appointment to this position does not require residency within the City limits of Miami Beach, but it is preferred.

A comparable combination of education, training, and experience that provides the requisite knowledge, skills, and abilities for this position, may be substituted for the minimum qualifications.



## Compensation and Benefits

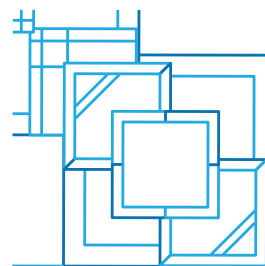
The City of Miami Beach provides a highly competitive compensation package dependent upon experience and qualifications. Other benefits include paid leave, comprehensive insurance and retirement benefits, auto allowance, and negotiable relocation costs.

## The Selection Process

To be considered, candidates should apply by **Monday, March 1, 2021** by submitting a compelling cover letter, comprehensive resume, salary history, and six professional references via email to [apply@ralphandersen.com](mailto:apply@ralphandersen.com). Only a select few – the most highly qualified candidates – will be invited to interview with the City Commission.

Should you have any questions regarding this position or the recruitment process, please call Mr. Robert Burg at (916) 630-4900. Confidential inquiries are welcomed.

**This recruitment will incorporate existing rules and regulations that govern public sector recruitments in the State of Florida. "Sunshine" or public disclosure laws in Florida require that candidates be informed that information presented to the City of Miami Beach for consideration may be made available to the public upon request by interested parties. With this requirement, individuals should know that Ralph Andersen & Associates will work closely with City leadership and top candidates throughout the process to ensure confidentiality to the fullest extent possible in accordance with State of Florida regulations.**



A photograph of a white Art Deco building with multiple balconies and palm trees in the foreground. The image is overlaid with a semi-transparent blue rectangle containing text.

# *City of* **MIAMI BEACH**

*The City of Miami Beach is an equal employment opportunity employer and encourages all qualified individuals to apply for this exceptional career opportunity.*

*[miamibeachfl.gov](http://miamibeachfl.gov)*