



# MIAMIBEACH

OFFICE OF THE CITY MANAGER

NO. LTC # 189-2012

## LETTER TO COMMISSION

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Kathie G. Brooks, Interim City Manager

DATE: July 24, 2012

SUBJECT Draft Advertisement and Brochure for City Manager Recruitment

The purpose of this Letter to the Commission (LTC) is to provide a copy of the attached draft advertisement and brochure developed by Renee Narloch from Bob Murray & Associates after meeting with each of you last week. Ms. Narloch has asked that you each review and provide feedback directly to her so that she can incorporate any changes and begin placing advertisements and producing the brochure for distribution for potential candidates. Ms. Narloch has asked that you provide feedback to her by Friday, July 27, 2012. Please contact Ms. Narloch with any comments by e-mail ([reeneen@bobmurrayassoc.com](mailto:reeneen@bobmurrayassoc.com)) or calling her directly at 850-391-0006 (office) or 850-294-7220 (mobile).

If you have any questions or need any additional information, please feel free to contact me.

C: Jose Smith, City Attorney  
Renee Narloch, Vice President, Eastern Region, Bob Murray & Associates

KGB/cg

# **City of Miami Beach, Florida**

## **City Manager**

### **The Community**

The City of Miami Beach was incorporated on March 26, 1915 with a population of 100. Presently, the total year-round population is approximately 87,000, with a daily population of up to 190,000. 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 city with a strong emphasis on historical preservation and whose residents are as diverse as its visitors. The city boasts over seven miles of beaches, three golf courses, 21 parks, art and culture, dining and nightlife, and world class shopping. A major convention and tourism destination with daily transatlantic airline service, Miami Beach has become a year-round international resort and one of the premiere cities within the Metropolitan-Dade County area. Over ten million tourists visit South Beach and the Art Deco Historic District each year, 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 the world over 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 63 to 39 since 1980. The median household income in 2010 was \$27,322. The most recent census indicates the population is comprised of 53% Hispanic, 40% White, 5% African American and 2% Other.

Miami Beach has become a global center for fashion, film, television, music, news media and the performing and visual arts. The City has a fine symphony, a ballet company, a museum and numerous artists and galleries. Several attractions include the historic Art Deco District, the Holocaust Memorial, and the Jackie Gleason Theatre of the Performing Arts. The City has a one million square foot convention center, which hosts a variety of trade and consumer shows, as well as concerts and special events.

The successful refurbishment of the Art Deco District sparked an economic boom which continues to attract many 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 7.1 square miles, 10 miles of water, and 63 miles of water frontage. The City boasts an annual average temperature of 75 degrees Fahrenheit, which, along with the beachfront access, contributes to its excellent outdoors recreational opportunities.

Housing costs vary ranging from multi-million dollar homes to more moderate and affordable housing. Choices include single-family dwellings, condominiums, and apartments, with a large selection of rental properties available.

The public schools are part of the Dade County Public School System, and there are six major universities and colleges located within a twenty-five mile radius of Miami Beach.

## **The 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 Commission selects one of its members as Vice Mayor for rotating six-month terms. 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 and City Attorney are appointed by the Commission. Other department heads are appointed by the City Manager with the consent of the City Commission.

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

The FY 2011/2012 adopted general fund operating budget is \$244 million, plus an FY2011/2012 Capital Improvements Budget of \$62 million. The City employs approximately 1,900 full-time staff, and the City employees are represented by five bargaining units.

## **The Position**

The City Manager is appointed by the City Commission and functions as the Chief Administrative Officer for the City, responsible for the administration of all departments as well as the enforcement of all laws and ordinances within the City's jurisdiction. The City Manager informs and advises the City Commission on all the City's affairs.

Duties of the City Manager include:

- Directing and coordinating work of the staff and operating departments; hiring and firing staff; administering the personnel system; dealing with employees.
- Monitoring and controlling financial affairs of the City; preparing and implementing the budget.
- Relating to neighboring jurisdictions, the county, state and federal government, other governmental agencies, local citizens, interest groups, vendors and contractors; conducting press 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, interpretation, and Human Resources administration, and special projects assigned by the City Commission.
- Directing the City's collective bargaining negotiations, contract agreements, impasse proceedings, grievance and related employee-relations activities.
- Overseeing the development of liaisons to various City Boards and Committees.

The City has three Assistant City Managers who report to the City Manager. The former City Manager held the position for 12 years. Ms. Kathie Brooks, Budget Director, is currently serving as the Interim City Manager.

## **Key Issues and Challenges**

### **Relationship Building**

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. With its extremely diverse and multi-cultural citizenry, the City must continue to promote an environment which brings out the best in the community. The City continues to balance meeting the needs of residents and the local businesses within community, while preserving the City's historic culture and quality of life.

### **Capital Improvement Projects**

The City has several capital improvement projects underway. In addition, the City is in the planning phase for development of the 52-acre Miami Beach Convention Center District which will include convention center expansion/renovations and the addition of a convention center headquarter hotel, outdoor public spaces, parking, restaurants, entertainment, retail and residential spaces.

### **Community Growth/Redevelopment**

With its very limited size of seven square miles, the City must continue to balance the community's growth and its preservation of historic areas, while evaluating and strategically managing its limited redevelopment opportunities.

### **Economic Development/Diversification**

Apart from the City's current flourishing economic activities, there is a need to pursue new economic avenues and implement a plan to diversify economically by encouraging new and emerging industries to the area, such as the entertainment industry and technology.

## **The Candidate**

### **Education/Experience**

The ideal candidate will have excellent communication skills and demonstrated professional management and leadership experience, including fiscal, planning, human resources, labor relations and negotiations, private/public joint ventures, tourism and municipal/large scale operations. A minimum of seven years of executive management experience as a City/County Manager or Assistant City/County Manager in a comparable, complex full-service city in an urban or tourism-based setting or as a senior manager or CEO of a private organization is desired. A combination of public and private sector experience is considered a plus. Candidates must have experience in a dynamic, diverse, rapidly changing community with a proven record of moving the community and organization forward to its goals. Solid budgetary and financial skills are needed, as well as experience managing substantial-sized construction and capital improvement projects. A Bachelor's degree in public/business administration or a related field from an accredited college or university is required; a Master's degree is preferred. Ability to speak Spanish is a plus.

### **Management Style and Abilities**

The selected candidate should:

- Treat all Commission Members even-handedly and assist them in working together;
- Keep the Commission informed in a timely and accurate manner;
- Possess excellent interpersonal skills;

- Be able to build bridges among individuals and groups and gain consensus;
- Have strong convictions and present recommendations to the Commission;
- Promptly implement Commission decisions;
- Be familiar with and willing to embrace advancements in technology;
- Be able to make difficult personnel and budget decisions;
- Operate the City in a “business-like” manner;
- Share and communicate information and be responsive to others;
- Demonstrate and encourage transparency and accountability;
- Encourage a team approach by staff and partnership between the Commission and staff;
- Have proven skills in selecting, motivating, developing and evaluating staff;
- Be a long-and short-term visionary;
- Be fiscally resourceful;
- Be a competent leader, who is willing to acknowledge his/her mistakes;
- Be apolitical;
- Possess strong collective bargaining skills;
- Have proven budgetary/financial skills;
- Be sensitive to a wide range of diverse populations who compete for limited resources;
- Be customer service oriented and solicit citizen input;
- Have an inclusive management style;
- Have good project management skills;
- Be able to understand and balance neighborhood and business community concerns.

### **Personal Traits**

- Professional
- Person of integrity
- Hardworking and dedicated
- Adaptable and able to relate to a diverse community
- Personable and diplomatic
- Energetic, enthusiastic and passionate

### **The Compensation**

The salary range is open and dependent upon qualifications. The starting salary will be based upon the knowledge and experience of the individual selected. The City offers an excellent benefits package. For additional information on benefits, please visit: [www.miamibeachfl.gov/hr](http://www.miamibeachfl.gov/hr). The State of Florida does not have a state income tax.

### **To Apply**

If interested in this outstanding opportunity, please visit our website at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com) and follow the prompt to apply online by creating an applicant profile. **Filing deadline is September 4, 2012.** Resumes will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by Bob Murray & Associates in order to determine a select group of finalist candidates who will be asked to provide references; references will be contacted only following candidate

consent. Final interviews will be held at the City of Miami Beach with the Mayor and Commissioners. Candidates will be advised of the status of the recruitment following the selection of the City Manager. Questions regarding this recruitment may be directed to Ms. Renee Narloch, Vice President, Bob Murray & Associates at [info@bobmurrayassoc.com](mailto:info@bobmurrayassoc.com) or call 850-391-0000. *The City of Miami Beach is an Equal Opportunity Employer.*

**PURSUANT TO FLORIDA OPEN RECORDS LAW, APPLICATIONS AND RESUMES ARE SUBJECT TO DISCLOSURE.**

**City Manager  
City of Miami Beach, Florida**

The City of Miami Beach is located in South Florida along the Atlantic Coast and is a world famous, international destination for travel and leisure. Encompassing seven square miles, the City has approximately 87,000 year-round residents and a daily population of up to 190,000. Miami Beach's population is diverse and multi-cultural. The city has a thriving business sector which includes many local and tourism-related businesses, as well as an established residential community which is committed to preserving the city's historical heritage and quality of life. The City has a Commission/Manager form of government in which the Mayor serves a two-year term and the six Commissioners are elected to four-year staggered terms. The City has an FY2011/2012 adopted General Fund operating budget of \$244 million and approximately 1,900 FTEs who are represented by five bargaining units. The Mayor and Commissioners are seeking a City Manager who is a person of integrity and accountability with demonstrated professional management and leadership experience, including fiscal, planning, human resources, labor relations and negotiations, private/public joint ventures, tourism and municipal/large scale operations. A minimum of seven years of executive management experience as a City/County Manager or Assistant City/County Manager in a comparable, complex full-service city in an urban or tourism-based setting or as a senior manager or CEO of a private organization is desired. A combination of public and private sector experience is considered a plus. Solid budgetary and financial skills are needed, as well as experience managing substantial-sized construction and capital improvement projects. A Bachelor's degree in Public/Business Administration or a related field is required; a Master's degree is preferred. Ability to speak Spanish is a plus. Salary is open, dependant upon qualifications, with an attractive benefits package. To apply, visit our website at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com) and follow the prompt to create an online profile. Questions may be directed to Ms. Renee Narloch, Vice President, Bob Murray & Associates, at (850) 391-0000 or [info@bobmurrayassoc.com](mailto:info@bobmurrayassoc.com). A detailed brochure is available. The City of Miami Beach is an Equal Opportunity Employer. Pursuant to Florida's open records law, applications and resumes are subject to disclosure.