




# MIAMI BEACH

OFFICE OF THE CITY MANAGER  
NO. LTC # 102-2013

LETTER TO COMMISSION

TO: Mayor Matti Herrera Bower and Members of the City Commission  
FROM: Kathie G. Brooks, Interim City Manager   
DATE: March 28, 2013  
SUBJECT: THANK YOU

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CITY CLERK'S OFFICE

Nine months ago, I accepted the position of Interim City Manager while the City conducted a nationwide search for a permanent Manager. On Monday, April 1, Jimmy Morales will begin his tenure as the new City Manager for the City of Miami Beach, and as many of you know, the transition process is already underway. As I began my interim assignment, my focus was on ensuring a seamless transition as we continued to move this organization forward by maintaining the agenda and priorities of the City Commission and strengthening the ethical culture within our organization.

As I conclude my interim assignment, I would like to thank the Mayor and the Commission, the community and City staff for all of their assistance and support during the past nine months that has resulted in the organization achieving many accomplishments which are described below.

As expected, there were many challenges along the way. One of my first priorities was to begin implementing initiatives to address any potential corruption in the City. This has been the concern that often kept me up at night, nonetheless, I believe that we have begun to change the culture of the City of Miami Beach employees including the deployment of a citywide Zero Tolerance Gift Policy (although still in impact bargaining with the Fraternal Order of Police and the International Federation of Firefighters); and the implementation of a Duty to Self Report Policy, requiring employees to report when they have been arrested, indicted or convicted of a crime; and approving a contract with the Miami-Dade County Commission on Ethics and Public Trust to provide ethics training to all City employees who work in regulatory Divisions of the City.

Other initiatives have also been implemented in order to address any potential corruption within the City including; an external audit conducted by Crowe Horwath to review the workflows and business processes for all of the City's regulatory Departments/Divisions with draft recommendations being reviewed by the Finance and Citywide Projects Committee; continued implementation of Automated Vehicle Locator Systems (AVLS) in all City vehicles and the deployment of an AVLS policy for use and monitoring; the initiation of an in-depth review of select personnel practices in various operating Departments, and the assignment of a Police Sergeant to the Internal Affairs Division of the Police Department in order to create an internal affairs unit that conducts investigations relating to Miami Beach employees Citywide.

During my tenure as Interim City Manager, I was presented with many staffing challenges due to a number of vacancies in key executive level and mid-management positions. I addressed these staffing challenges in a manner that ensured that the City's budget process was not negatively impacted and recruited and filled a number of the critical, mid-management positions, while keeping the key executive level positions open so that the incoming City Manager could have maximum flexibility to select his own management team. Other accomplishments include:

- Moved the Convention Center Development and Expansion project forward with the selection of two (2) short-listed proposers who are both well underway in developing proposed master plans for the Convention Center District.
- Began the process for labor negotiations with four of the City's collective bargaining units whose contract expired on September 30, 2012.
- Provided needed support to the Budget Advisory Committee's review of pension reform, which presented their final report and recommendations to the City Commission in August 2012, and are being discussed as part of the ongoing labor negotiations.
- Improved communications with the Mayor and City Commissioners to ensure that information was always accessible to, and just as importantly, ensured that you felt that each member of the Commission received consistent information at the same time as one another.
- Remained committed to keeping the agenda and the priorities of the City Commission and ensuring that the day-to-day services to our community were as important as our priority action items.
- Facilitated the adoption of the City's Stormwater Master Plan, the first in Florida and possibly the country, to take into account sea level rise. There is still more to be done in this area, as this is only a Stormwater Plan and the City still needs to develop a more comprehensive approach to address sea level rise and storm surge. We have begun to have conversations in these areas and are reaching out to experts locally, regionally and internationally to assist us. We will also need to continue to monitor and adjust our plans as the science of sea level rise changes.
- Advocated for the City's endorsement of the Southeast Florida Climate Action Plan and have continued my participation in the Compact Steering Committee.
- Implemented a major crime reduction initiative that focuses on prostitution and related robberies, with significant reductions in robberies in the first six weeks of implementation.
- Ensured sufficient funding in order to keep the City's Capital Improvement Projects moving forward.
- Developed a comprehensive assessment system for our Parks and Recreation facilities. While this is not yet fully implemented, the Parks and Recreation Department now has a preliminary assessment process in place.

Thank-You From Interim City Manager Kathie G. Brooks

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When I accepted the honor to serve as your Interim City Manager, I was committed to the philosophy of being transparent, accessible and responsive to our community and to the Mayor and Commission. As I indicated during my interview, I worked hard to make the transition between City Managers seamless, without losing the momentum on our major initiatives. I believe I have successfully done so, and plan to do continue the same in supporting the incoming City Manager.

Thank you all again, and most especially, I would like to thank Jorge Gomez, Max Sklar, Carla Maglio Gomez and Pauline Walters who stayed many late nights with me in order to make the interim process as seamless as possible.

KGB