



Department Name: Office of the City Manager

Fiscal Year: 2011/12

Date Prepared/Updated: 1/24/11

Department Mission/Purpose Statement

“We are dedicated to providing executive-level leadership to the organization in order to achieve the City’s mission of providing excellent public service and safety to all who live, work and play in our vibrant, tropical historic community, ensure that the City prospers at all levels, including residents, members of the business community, and visitors to the City of Miami Beach.”

Department Description

The City Manager is appointed by the Mayor and City Commission and vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the City’s Chief Executive Officer, the City Manager is responsible for providing executive-level leadership, vision, and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and businesses, and is otherwise responsible for the health, safety, and welfare of the residents, members of the business community and the visitors to the City of Miami Beach.

See attached Table of Organization



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Miami Beach City Commission

Office of the City Manager

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Fiscal Environment:

The Office of the City Manager received General funds in FY 10/11 in the amount of \$2,350,894 to cover salaries and benefits for 9.67 staff members \$1,745,822, and operating expenses \$133,400, internal service charges \$446,535.

This represents a reduction of 3.8% from FY 09/10.

Business Environment:

The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. Given this responsibility, the City Manager has a number of stakeholders that he is accountable and responsible to. Internally, these include the Mayor, six City Commissioners, and all city staff. External stakeholders include the residents, members of the business community, members and representatives of community organizations, other elected officials representing local, state and federal jurisdictions as well as administrators from these government agencies. As the CEO of the organization, The City Manager has numerous responsibilities within the City and works with all City Departments to ensure that the City delivers on its mission of providing excellent public service to all who love, work, visit and play in our vibrant, tropical, historic community.



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Major accomplishments include:

- Bond rating was upgraded by Moody's to AA2 – two spots away from the top rating and also higher than was expected for a community our size and with our risk factors
- Secured an exclusive/official citywide non-alcoholic beverage partner, Coca Cola, with an estimated total value of \$7 million (cash and in-kind)
- Selection of Strategic Advisory Group as a consultant to assist with in identifying potential redevelopment options for public assets in the area surrounding the convention center campus to support the convention center project
- Working with Florida International University's new facility in Miami Beach for the FIU College of Architecture + The Arts, which links three critical quality of life components: economic development, education, and culture
- Developed and produced the SoundScape Cinema Series at the ExoStage to allow the public to experience free weekly movies, with an average weekly attendance of 938 people
- Approved parking revenue bonds for the purpose of refinancing the \$20.3 million outstanding of the Series 1997 Parking Revenue Bonds, which equates to approximately \$1,263,000 or \$130,000 annual debt service savings
- Launched DI+SH: North Beach Dinner & Show, a restaurant-theater collaboration program, that provides Stage Door ticket holders with a 15% discount at participating North Beach restaurants

Cleaner and Safer

- The Commission on Accreditation for Law Enforcement Agencies (CALEA) designated the Miami Beach Police Department as a CALEA FLAGSHIP AGENCY
- Negotiated additional service enhancements regarding the city's waste hauler agreements wherein the sustainable initiatives will be funded, as well as hazardous material pickups, "Wasteful Weekends" and educational program financial support
- Amended the agreement with the City's Franchise Solid Waste Contractor extending the agreements from three to five years obtaining in return public benefit with an estimated value of \$1.6 million over the five-year term of the franchise agreement

Beautiful and Vibrant, Mature, Stable Residential Community, Urban and Historic Environment

- Increased service capacity by 4% in the Youth Empowerment Network program despite a 5% reduction in funding from The Children's Trust



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- Homeless Outreach made 59 community and business outreach contacts, 529 shelter placements and 10 people transitioned from homelessness to permanent housing
- Conducted approximately 63,000 Code compliance inspections

Cultural, Entertainment and Tourism Capital

- Continued arts education programs for Miami Beach youth with Arts for Learning/Miami offering 28 after-school courses at Scott Rakow, Fienberg-Fisher, Biscayne Elementary and Flamingo Park, serving approximately 780 students
- Created and produced free “Arts in the Parks” performance series at Flamingo Park, Collins Park, Miami Beach SoundScape and North Shore Open Space Park. The series’ 6 live performance offerings and 15 films served more than 10,000 residents
- Supported long-standing Special Events: White Party, New Year’s Eve, Art Deco Weekend, ING Miami Tropical Marathon, Festival of the Arts, Miami International Boat Show and Yacht Show, Winter Party, World Cup Polo, Mercedes Benz Swimwear Fashion Shows.
- Planned the upcoming third edition of SLEEPLESS NIGHT, to occur on November 5, 2011

International Center for Innovation in Culture, Recreation and Business

- Developed and deployed a web-based on-line Real Estate Permit Application System
- Streamlined and upgraded the Business Tax Receipt, Certificate of Use, and Fire Inspection Fee on-line application process
- Implemented the In Vehicle Parking Meter (IVPM) or in-car meter program that allows users to pay for parking from the comfort of their car without using credit cards or cash
- Implemented the sale of IVPM parking time reloads online and via IVR

Well Improved Infrastructure

- Repaired 22,312 square feet or 4,662 linear feet of sidewalk citywide
- Processed 164 water meter services establishing metered service connections for water use for domestic consumption or irrigation

Projects that were completed in the past year include the following:

- Flamingo Lummus Streets/Sidewalks Improvements
- South Pointe Streetscape Phase II City Center BP 9C Streets/Sidewalks Improvements (Lincoln



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Road)

- Oceanfront Phase II
- New World Symphony/Lincoln Lane North and Pennsylvania Avenue Improvements
- Collins Park/Rotunda and Streets/Sidewalks Improvements
- 7th Street Parking Garage Structural Repairs
- Surface Parking at 6948 Harding Avenue
- Multi-Purpose Municipal Parking Facility
- Normandy Shores Clubhouse
- Scott Rakow Youth Center Phase II renovations
- Bandshell Renovation Project
- South Pointe Streetscape, Phase II

Critical Success Factors:

- Work with Mayor and City Commissioners to agree on current and future strategic priorities and fund those priorities accordingly;
- Continue to solidify the strategic planning process to align resources, citywide initiatives and departmental activities with the City's Key Intended Outcomes (KIO's) ;
- Work with staff throughout the Administration to focus and monitor strategic priorities identified in their area in order to ensure that the organization is accomplishing the goals identified and achieving results that contribute to the community's well-being;
- Continue to create a positive work environment that is customer-service focused and that is conducive to staff achieving results; and,
- Continue to enhance budget process.



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Future Outlook:

As the City of Miami Beach continues to evolve into a world-class city, the future promises to be a bright one. Our mission and our focus on our strategic plan and the identified Key Intended Outcomes (KIOs) will continue. Areas that potentially might impact the City's future include:

- Rising labor, health insurance and pension costs
- Rising fuel costs
- Hotel room availability
- Upcoming election



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Miami Beach Strategic Planning Framework

The Department Work plan is aligned with Citywide strategic outcomes and initiatives established through extensive community input. The City's strategic planning process provides a framework at a broad level of where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of City government using consistent terms.

- Our Citywide **Vision** communicates the community's shared vision for the best possible future for the City of Miami Beach:
Cleaner and Safer, Beautiful and Vibrant, A Unique Urban and Historic Environment, A Mature, Stable, Residential Community with Well-Improved Infrastructure, A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business, While Maximizing Value to Our Community for the Tax Dollars Paid
- Our Citywide **Mission** statement communicates the role of our government in achieving this vision:
We are committed to providing excellent public services and safety to all who live, work, and play in our vibrant, tropical, historic community
- Our **Values** communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed:
*We maintain the City of Miami Beach as a world-class city.
We work as a cooperative team of well-trained professionals.
We serve the public with dignity and respect.
We conduct the business of the City with honesty, integrity, and dedication.
We are ambassadors of good will to our residents, visitors, and the business community*
- Our **Identified Priorities** communicate activities that are essential to help us achieve our vision:
Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and Investment in Technology
- We have developed **Key Intended Outcomes** across all City Departments. These are the results the City plans to achieve towards accomplishing its Vision. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- **Key Performance Indicators (KPI)** express the City's Key Intended Outcomes in measurable terms. Departments monitor additional performance indicators (*Department Performance Indicators*) that support these Citywide Key Performance Indicators.
- **Initiatives** are undertaken to drive the performance level for a key performance indicator.



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Citywide Key Intended Outcomes supported by the Department:

- Increase community satisfaction with City government