

OFFICE OF THE CITY MANAGER

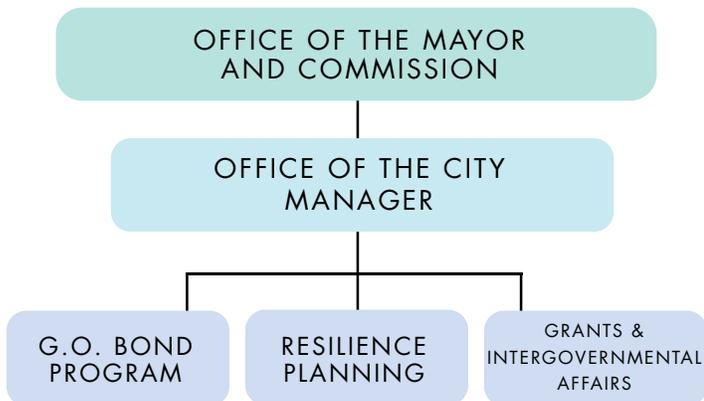
DEPARTMENT MISSION STATEMENT

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 by ensuring 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 (CEO), 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 and services in an efficient and effective manner.

In addition to executive leadership, the Office of the City Manager staffs three significant citywide priorities: oversight of the General Obligation (G.O.) Bond program, leading resilience planning, and intergovernmental affairs and grants.



FISCAL ENVIRONMENT

The Office of the City Manager is supported by the General fund to cover salaries and benefits for 18 full-time and 1 part-time staff members, operating expenditures, and internal service charges.

The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

In addition, the G.O. Bond Program Management Division charges a fee to G.O. Bond projects to cover the cost of various management functions provided by the Division.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

- **Prosperity**
 - Develop the Convention Center campus
- **Organizational Innovation**
 - Implement City Commission goals and policies through the Strategic Plan and budget
 - Ensure strong fiscal stewardship
 - Implement the General Obligation (GO) Bond
 - Increase intergovernmental cooperation
 - Create an environment for interdepartmental collaboration



Strategic Plan Actions:

- **COMPLETE** the Convention Center Hotel.
- **COMPLETE** (21) Quick Wins GOB Projects.
- **COMPLETE** half of 600 Alton Park within four years (Phase 1 complete in 30 months from executed DA)

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **RESILIENCE** Training for All
- **RESILIENT** 35 IN THE 305
- **SEND** Your Boss to Bootcamp
- **ROLL-OUT** 5-Step Guide to Innovative Recovery Financing
- **PLANNING** Efficiently & Effectively Together
- **FINANCING** a Resilient Future
- **DEMONSTRATE** the Costs and Benefits of Resilience Improvements



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BUSINESS ENVIRONMENT

The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are implemented. Given this responsibility, the City Manager has a number of stakeholders. Internally, these include the Mayor, six City Commissioners, and all city departments. 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.

Since March 2020, the City remained in an official state of emergency due to the COVID-19 pandemic through July 28, 2021. In response to the COVID-19 pandemic, the Office of the City Manager, along with all departments and community and regional partners, has worked tirelessly to keep the community and employees safe while protecting vulnerable populations. While key priorities have continued, our team has also been tasked with new and often complex initiatives while continuing service delivery.

Convention Center Hotel

On November 6, 2018, the City of Miami Beach voters approved a Development and Ground Lease Agreement for an 800-room Convention Center Hotel.

The City of Miami Beach has been contemplating the development of a Convention Center Hotel for more than two decades. In that span, the City has solidified its brand as an international destination for tourism, arts and culture, shopping, dining and entertainment. The renovated state-of-the-art Convention Center building coupled with the construction of an adjacent hotel is the next step in creating a highly competitive convention destination. The hotel will have a dramatic impact on the ability to book conventions and events that generate hotel room nights and spending throughout the city.

General Obligation Bond (GOB) Program Management

On November 6, 2018, the City of Miami Beach voters approved a \$439 million General Obligation Bond for a total of 57 projects, ranging from vertical construction, roadwork, park constructions and renovations, technology implementation, repairs and renewals, and underground infrastructure work. The Program is overseen by the GOB Program Management Division within the City Manager's Office, to ensure that the projects are completed (i) within a reasonable timeframe, (ii) within budget, (iii) on a coordinated basis (including coordination with non-GOB projects and projects by other jurisdictions), (iv) incorporating resiliency and best practices, and (v) working with and communicating effectively to the impacted neighborhoods.

BUSINESS ENVIRONMENT CONT'D

The G.O. Bond Program continues to implement Tranche 1 projects with no major disruptions caused by the COVID-19 pandemic. The website, www.GOMBInfo.com, and its open-data Project Dashboard, has functioned as both an excellent external communication tool for members of the public and a critical information guide for internal city departments.

Resilience Planning

The Chief Resilience Officer coordinates resilience planning and projects citywide, working with departments and engaging with local, regional and national stakeholders. As a low-lying barrier island with a porous limestone geology, Miami Beach is particularly vulnerable to the impacts of climate change and sea level rise. To plan and prepare for these impacts, Miami Beach has a multi-tiered approach that includes a short, medium and long-term planning and action. Miami Beach's approach is broken down into three categories working in parallel: 1) utilizing the best available science and engineering, 2) strong planning and policies, and 3) implementation.

Grants and Intergovernmental Affairs

The Grants Management section increases funding received by the City from external state, federal and local agencies, and foundations.

Intergovernmental Affairs develops the State and Federal agendas and advocates on behalf of the City before State, Federal and Local elected officials, and organizations, and serves as the City's liaison to Congressional delegations, task forces, and committees.

SIGNIFICANT ACCOMPLISHMENTS

COVID-19 Response

Out of the \$75 million available to Miami-Dade County under the CARES Act, Miami Beach was able to recoup \$41.1 million. The City also launched the Miami Beach Race to Trace Resource Team through a \$455,030 Rockefeller Foundation Grant award to help businesses by providing focused contact tracing and other health resources to keep employees and customers safe. The team is solely dedicated to Miami Beach hotels, restaurants, and arts and culture venues. In addition, in the wake of the COVID-19 crisis, more than 100 grants have been awarded to Miami Beach non-profits as part of the Miami-Dade Nonprofit Support Grant Program.

Through the Citywide Grants Accounts Program, Unidad has delivered nearly 1,000 hot meals to Miami Beach seniors each week and partnered with the City to vaccinate over 500 Miami Beach seniors with the COVID-19 vaccine, as of February 2021.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

General Obligation Bond

As of February 2021, 30 of the 39 projects in Tranche 1 are in an active status, and 7 projects have been fully completed. Most of the 39 projects in Tranche 1 are further sub-divided into separate "subprojects." Of the 73 subprojects, 29 (40%) have been completed. With collaborative cross-departmental teamwork and good fiscal management, \$3.2 million in project funds were able to be saved in the first two years of the program alone.

The Inspector General's Office (IGO) continues to produce quarterly reports of the G.O. Bond Program, which have remained complimentary of the program's transparency, communication, leadership and adaptability. The G.O. Bond Program has also been commended by municipal bond credit rating agencies for its capital investments in quality-of-life improvements that are producing positive results for city infrastructure and resilience, as well as parks and security.

Resilience Planning

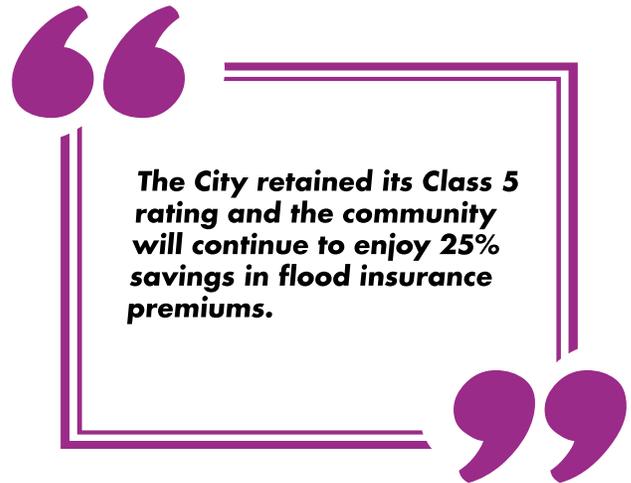
The Miami Beach Strategic Plan Through the Lens of Resilience and the regional Resilient 305 Strategy were unanimously adopted in July 2019. A Community Survey Dashboard provides insight to priorities. In 2021, the first progress report, highlighting 53 of the plan's 59 initial action items are now being implemented across municipal boundaries. In addition to Miami Beach funding for resilience projects, the strategy is meant to inspire action and funding, and \$875 million in direct and indirect resilience action funding and investment has been documented since the plan's release.

From a climate resilience perspective, the City adopted new sea level rise projections released by the Southeast Florida Regional Climate Compact. The City moved forward with a new 2040 Comprehensive Plan, Historic District Resilience Guidelines, and kicked off the Resilience Code rewrite. The City is working with top expert consultants to incorporate blue green infrastructure, road safety elevation goals to reduce the risk of flooding now and in the future, and adopted a plan for how to move construction forward in neighborhoods based on flood risk, water and sewer infrastructure needs, and population density.

The City retained its Class 5 rating and the community will continue to enjoy 25% savings in flood insurance premiums or \$8.2 million. The City established a more than \$600K Resilience Fund, paving the way for a private property resilience program.

Grants and Intergovernmental Affairs

In February 2021, the City was notified that it will be awarded grants totaling over \$14.55 million for sewer pump and water booster stations. The funding will be awarded by the Florida Department of Economic Opportunity. This is the largest combined competitive grant award that the City has received in recent history.



CRITICAL SUCCESS FACTORS

- Implementing policy priorities of the Mayor and City Commission given an economic environment challenged by COVID-19
- Continuing COVID-19 response and recovery
- Maximizing resources and grant funding
- Advancing resilience and strategic planning implementation to align resources, citywide initiatives, and departmental activities
- Continuing to implement G.O. Bond projects to increase quality-of-life across the City
- Continuing to create a safe and empowering work environment that is customer and results focused

FUTURE OUTLOOK

As the City of Miami Beach looks to the new fiscal year, we will continue our COVID-19 recovery with the resident and business community health, safety, and recovery as our top focus.

The City Manager's Office works to achieve the City's new vision, adopted with the Strategic Plan:

- 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 of high quality and efficient services and employees

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FUTURE OUTLOOK

Our mission and our focus on our strategic plan through the lens of resilience and the identified objectives will continue. Management objectives include:

- Prosperity - Build on arts and culture strengths, balance tourism with quality of life, revitalize target areas, and support excellence in our schools
 - Neighborhoods - Build resident satisfaction through safety, cleanliness, parks, and modern codes
 - Environment and Infrastructure - Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits like reducing flood risk and increasing sustainability
 - Mobility - Increase mobility and housing options for current residents and visitors
 - Organizational Innovation - Improve strategic decision making and financial stewardship, making the city more business friendly and user friendly with an employee culture of problem solving and engagement
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