

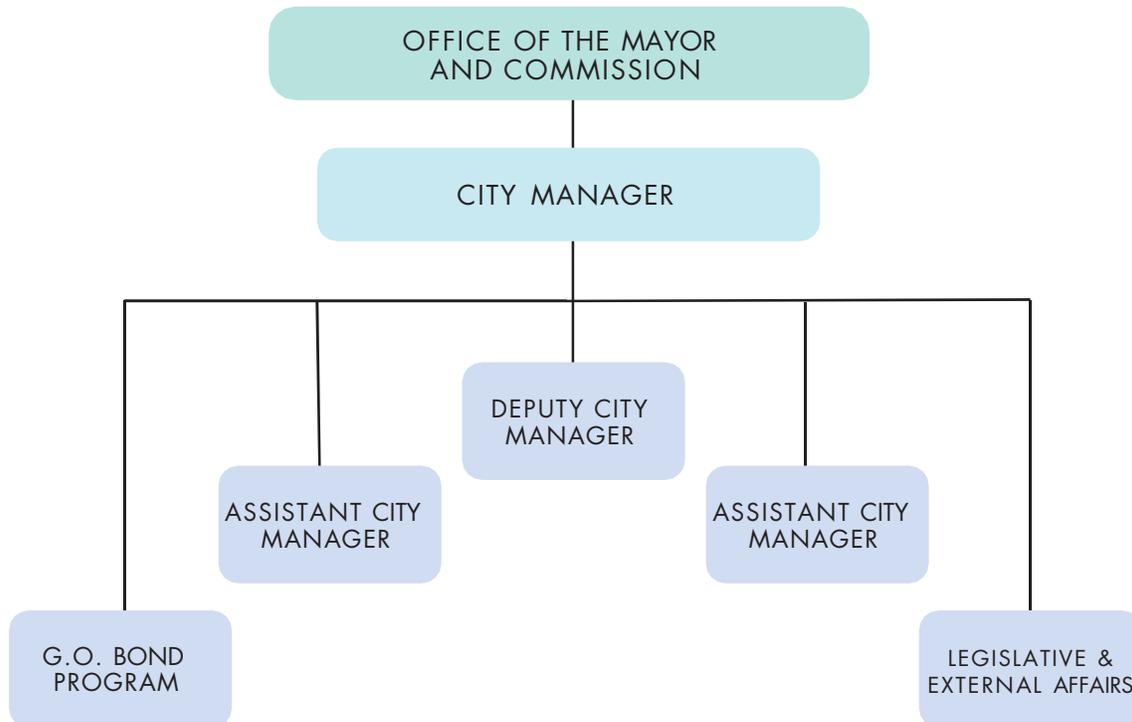
OFFICE OF THE CITY MANAGER

DEPARTMENT MISSION STATEMENT

We provide 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.

DEPARTMENT DESCRIPTION

The City Manager is appointed by the Mayor and City Commission to serve as the city’s Chief Executive Officer (CEO) and is responsible for the administration of all departments except for those that fall under the direction of a charter official. The City Manager’s Office is tasked with implementing the policies and directives that are set forth by the City Commission, overseeing the day-to-day operations of city business and providing strategic direction on citywide priorities, objectives and initiatives. In addition to its executive leadership function, the City Manager’s Office manages in-house division teams for the following key areas: G.O. Bond, Resiliency and Legislative & External Affairs. Overall, the City Manager’s Office fosters values of collaboration, innovation and accountability across the City with the goal of providing the highest levels of public service and organizational effectiveness to all city stakeholders. The City Manager’s Office consists of 14.9 full-time employees and one part time employee, including the City Manager, a Deputy City Manager, two Assistant City Managers, the Chief of Legislative & External Affairs, the Chief Resilience Officer, the G.O. Bond Program Director and eight full-time and one part-time support staff.



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FISCAL ENVIRONMENT

The General Fund supports all operating expenditures and internal service charges of the City Manager’s Office, as well as the salaries and benefits of 11.5 full-time employees and one part-time employee. The G.O. Bond Program Management Team consists of 3.4 additional employees who are funded by the G.O. Bond.

The General Fund covers costs by charging an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and the Resort Tax Fund. The G.O. Bond Program Management Team covers its costs by charging a fee to G.O. Bond project accounts.

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

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **RESILIENCE** Training for All
- **RESILIENT** 35 IN THE 305
- **PLANNING** Efficiently & Effectively Together
- **FINANCING** a Resilient Future
- **DEMONSTRATE** the Costs and Benefits of Resilience Improvements

BUSINESS ENVIRONMENT

Executive Leadership

The City Manager, Deputy City Manager and Assistant City Managers provide executive leadership to 22 Department Directors. The Executive Leadership Team:

- Manages day-to-day operations of all City business, programs and services
- Maintains fiscal responsibility and operational excellence at every level of the organization
- Guides the administration to achieve results that are in line with the Strategic Plan and the priorities of the Mayor and Commission
- Develops and submits policy recommendations to the City Commission for consideration
- Implements solutions that respond to various internal and external matters, events and crises
- Manages and expands City resources to address current and future community needs
- Acts as a liaison between City staff, elected officials and constituent stakeholder groups
- Leads the selection and hiring process of filling executive management director positions
- Coordinates agenda reviews, briefings, Commission workshops and the preparation of the annual budget

General Obligation (G.O.) Bond Program

The G.O. Bond Program Management Team is housed in the City Manager’s Office to ensure that the program operates in the most efficient, collaborative and transparent manner possible. The \$439 million G.O. Bond Program, which was approved by voters in November 2018, is a multidepartmental effort to implement 57 quality of life improvement projects that will revitalize city parks, facilities, neighborhoods, infrastructure and public safety assets. The G.O. Bond Program Management Team provides program oversight by tracking and reporting program progress; ensuring project timeliness and financial feasibility; coordinating departments, jurisdictions, partners and consultants; engaging public stakeholders and impacted communities; delivering transparent communications and managing budget transfers, scope changes and legislation.

The G.O. Bond Program Management Team also acts as liaison to the G.O. Bond Oversight Committee, which makes advisory recommendations to the City Commission on G.O. Bond timelines and expenditures.

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BUSINESS ENVIRONMENT CONT'D

Intergovernmental & External Affairs

The Chief of Intergovernmental & External Affairs serves as the City liaison to elected officials, interjurisdictional task forces, and various agency boards and committees at the local, state and national level; managing relationships with thought leaders and policymakers that can help to further the City's legislative agenda.

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 Grand Hyatt Miami Beach. Two members of the City Manager's Office serve as liaisons to the hotel developer to facilitate required permits and stakeholder coordination with the goal of launching the project as quickly as possible.

SIGNIFICANT ACCOMPLISHMENTS

The City Manager's Office has achieved significant accomplishments that have supported citywide prosperity now and into the future.

Highlights include:

- 1) **Balanced Budget:** Due to efficient fiscal management, the FY 2022 Operating Budget was successfully balanced. Some \$12.9 million was saved by refinancing water and sewer bonds. Despite the challenging impacts of COVID-19, all city credit ratings have been maintained and several bond ratings were improved.
- 2) **Grant Awards:** This fiscal year, the City secured a total of \$76.9 million in grant funding. Of that, \$47 million was awarded by Resilient Florida for five different resilience projects, making it the largest combined competitive grant award that the City has received in recent history.
- 3) **Enhanced Public Safety:** 26 new police officers and nine new code enforcement officers have been added to address issues in the Art Deco Cultural District. The South Beach Comprehensive Strategy has proven to be a successful interdepartmental enforcement effort that has increased the public safety and security presence in problem areas. Use of security camera and license plate reader (LPR) technology has increased. First responders are on a new Public Safety Radio System.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- 4) **Resilience Planning:** The City has retained its Class 5 flood insurance rating, which allows the community to enjoy 25% savings on flood insurance premiums. A \$1.3 million Resilience Fund has been established that will contribute to a private property resilience grant program. The City has developed a 2040 Comprehensive Plan, Historic District Resilience Guidelines and is developing a new Resilience Code. Neighborhood adaptation, beach renourishment and living shoreline projects are being prioritized citywide and the City's support of Aspen Ideas: Climate has elevated its status as a global leader in resilience strategy.
- 5) **G.O. Bond Program Progress:** As of August 2022, 72% of all G.O. Bond projects are "complete" or "active." 11 out of 42 Tranche one projects have been completed. More than \$15 million in grant funding has been awarded directly to G.O. Bond projects within the first three years of the program. In addition, \$3.2 million in project funds have been saved by completing projects under originally estimated budgets. A portion of these additional and saved project funds have been, or will be, used to supplement other G.O. Bond project budgets and to fill other project funding gaps.
- 6) **Key Capital Project Progress:** Substantially completed projects include Collins Park Parking Garage and Liberty Avenue Plaza, Carl Fisher Clubhouse and Annex, Mid Beach Beachwalk, North Beach Beachwalk, Pride Park Fitness Center, Biscayne Beach Parking Lot, Marjorie Stoneman Douglas Playground, and Venetian Islands Seawalls. Projects under construction that are rapidly headed towards completion include Brittany Bay Park Overlook & Living Shoreline. Projects in design include: First Street Neighborhood Improvement Project, 41 Street Corridor, Bayshore Park, Maurice Gibb Park, Police Headquarters Renovation, Marine Patrol Facility and the Pedestrian Bridge over 5th Street. Additionally, DERM has approved the Palm & Hibiscus Neighborhood Improvement stormwater system. The Historic Preservation Board (HPB) has approved a Certificate of Appropriateness for the Fire Station 1 design. The Zyscovich Art Deco Cultural District (ADCD) visioning process has concluded, and a design-build contract is being negotiated for the future 72 Street Community Complex.
- 7) **Miami Beach Convention Center:** Following an 18-month litigation process, a favorable settlement agreement among the City, Clark Construction Group and Hill International Inc. was achieved.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- 8) **Miami Beach Convention Center Hotel:** The contractor hired by the development team, MB Mixed Use Investment, LLC, has mobilized for the early site preparation work for the future Grand Hyatt Miami Beach. The developer anticipates commencement of vertical construction of the hotel by spring 2023.
- 9) **Promotion of Miami Beach as a World-Class Convention and Arts & Culture Destination:** Following the reopening of the Miami Beach Convention Center post COVID-19, the City hosted some of its most successful conventions and events to date, including Art Basel 2021, the International Yacht & Boat Show 2022, Bitcoin 2022, eMerge Americas 2022 and Aspen Ideas: Climate 2022. In addition, the historic Carl Fisher Clubhouse has been restored and reopened, as an incredible event space.
- 10) **Improved Public Engagement & Community Outreach:** The City Manager has been directly involved in the betterment of public outreach and engagement efforts, consulting with the Neighborhood Affairs Division on a regular basis and having more staff participation in community matters than ever before. The City Manager's Office has supported efforts to expand the Engagement Toolbox and the Economic Development Business Concierge program, as well as G.O. Bond and resilience communications.

26 new police positions and 9 new code enforcement officers have been added to address issues in the Art Deco Cultural District (ADCD).

CRITICAL SUCCESS FACTORS

- Maintaining maximum levels of organizational effectiveness and efficiency
- Maintaining maximum levels of fiscal responsibility
- Enhancing citywide public safety and security. Increasing feelings of safety among residents, business owners and visitors.
- Engaging the community with effective communication, outreach and public information practices.
- Promote Miami Beach as a world-class arts & culture destination as well as a convention destination to attract new business, events and audiences to the City
- Implementing G.O. Bond and other key capital projects in a transparent and timely manner
- Continue to improve quality of life throughout the City
- Enhancing innovative resilience efforts that will allow Miami Beach to survive and thrive through future climate change and sea level rise challenges
- Empowering employees to perform their best work and to achieve results in line with the City's Strategic Plan
- Maintaining investor confidence and high credit ratings
- Maintaining strong relationships with all internal and external stakeholders and constituents, including City employees, elected officials, partners, residents and members of the business community
- Being aware and informed of all City issues while addressing challenges and opportunities



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FUTURE OUTLOOK

As the City of Miami Beach begins the new fiscal year, it will focus on public organizational effectiveness, responsible fiscal management, capital project progress, public safety and security, quality of life, resilience and public engagement as top priorities. Overall, the following management objectives that are laid out in the City's Strategic Plan will continue:

- **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

Specifically, the City Manager's Office will:

- Increase presence of public safety and security; implement public safety improvement projects; analyze and act on crime statistics; advance real-time crime center; leverage neighboring and partner public safety agencies and continue to enact the South Beach Comprehensive Strategy
- Move the Art Deco Cultural District visioning and revitalization process forward; start next steps on G.O. Bond Ocean Drive, Washington Avenue and Lummus Park revitalization projects as well as continuing to implement and evaluate short-term solutions throughout South Beach
- Establish a more robust capital budgeting process to address funding gaps in critical projects; reach substantial completion on projects in construction; finalize permits and break ground on projects in design and start or complete designs for projects in planning
- Commence construction of the Miami Beach Convention Center hotel (Grand Hyatt Miami Beach)

FUTURE OUTLOOK CONT'D

- Advance resilience projects, including neighborhood improvement projects for climate adaptation; facilitate the largest City beach renourishment project in the last decade; complete the Resilience Code; conduct a Biscayne Bay water quality education campaign and continue to implement living shorelines
- Undertake a complete rebranding for destination marketing in partnership with the Greater Miami Convention & Visitors Bureau (GMCVB). Continue to promote the City as a world-class arts and culture destination as well as a convention destination. Continue to host successful events that attract new audiences.
- Update the City's Strategic Plan; review internal policies and procedures to ensure efficient and fair processes, including checks and balances; negotiate fair and equitable agreements with unions in collective bargaining process and continue to fill open positions
- If approved by Miami Beach voters in the 2022 November election, commence the implementation of 18 Arts & Culture capital projects through a general obligation bond of \$159 million