

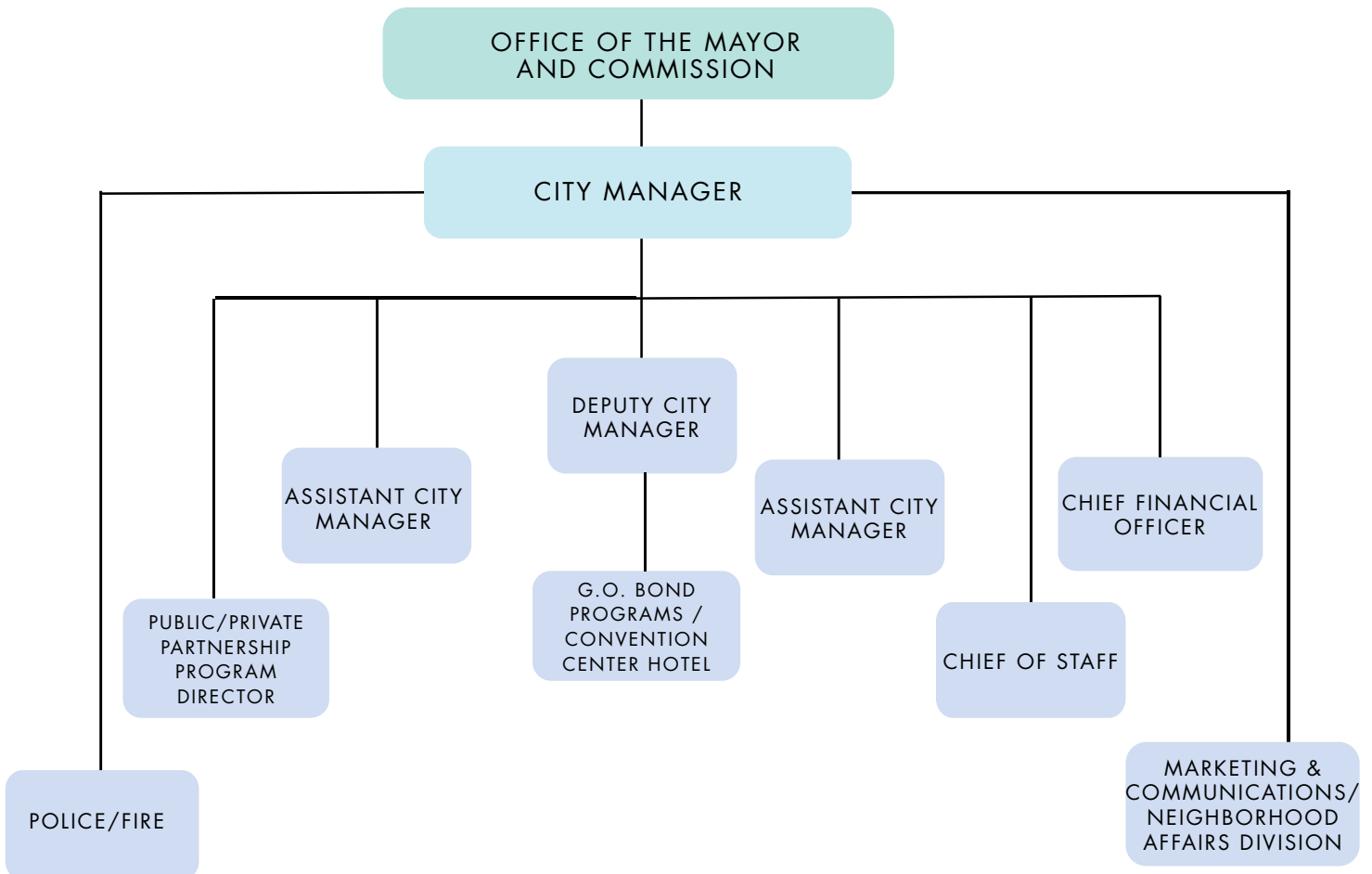
# OFFICE OF THE CITY MANAGER

## 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). As such, the City Manager is responsible for the administration of all departments, except for those that fall under the direction of another 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 providing executive leadership, the City Manager directly oversees Public Safety and Communication functions. 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 for all city stakeholders. The City Manager’s Office consists of 14.4 full-time positions including the City Manager, Assistant City Managers, the G.O. Bond Program Director, the Chief of Staff, the P3 Program Manager, and support staff.



# OFFICE OF THE CITY MANAGER

## 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 full-time positions. The G.O. Bond Program Management Team consists of 3.4 additional positions who are funded by the G.O. Bond projects.

The General Fund charges an administrative fee to Enterprise and Special Revenue Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (NBCRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund. The G.O. Bond Program Management Team covers its costs by charging a management fee to G.O. Bond projects.

## STRATEGIC ALIGNMENT

Main Vision Area:

### Organizational Innovation

Management Objectives:



- **Prosperity**
  - Develop the Convention Center campus including the hotel, parks, the Fillmore, and working with partners to program conventions and shows
- **Organizational Innovation**
  - Implement City Commission goals and policies through the Strategic Plan and budget with routine reporting through Commission goals conferences. Enhance decision making information through fact-based analyses (after-action analysis), data, dashboards, and surveys. Streamline the delivery of services using best practice research, outsourcing, and benchmarking.
  - Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions, and health plans.
  - Implement the General Obligation (G.O.) Bond projects on-time and on-budget, through responsible oversight and coordinated project phasing
  - Increase intergovernmental cooperation through Commission and administration relationship building with local, regional, and national connections and strengthen the Miami Beach lobbying effort
  - Create an environment for interdepartmental collaboration

## STRATEGIC ALIGNMENT CONT'D

Strategic Plan Actions:

- **COMPLETE** the Convention Center Hotel
- **IMPLEMENT** the 2022 voter-approved Arts and Culture G.O. Bond through grants and completion of projects at City facilities
- **DEVELOP** a renovation and finance plan for The Fillmore theater
- **COLLABORATE** with the City Commission to prepare a more thorough update of the City’s Strategic Plan
- **CONTINUE** to report and monitor project progress and completion within Tranche 1 of 2018 voter-approved G.O. Bonds in order to advance the issuance of Tranche 2 funding in all bond categories: Parks, Infrastructure and Public Safety

Budget Enhancement Actions:

- Additional Funding of State Lobbyist Services

## BUSINESS ENVIRONMENT

### Executive Leadership

The City Manager and Assistant City Managers provide executive leadership to all 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 expends 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

# OFFICE OF THE CITY MANAGER

## BUSINESS ENVIRONMENT CONT'D

### General Obligation (G.O.) Bond Program

Approved by voters in November 2018, the \$439 million G.O. Bond Program incorporates 57 quality of life improvement projects that will revitalize city parks, facilities, neighborhoods, infrastructure, and public safety assets through a multi-departmental effort. The G.O. Bond Program Management Team provides program oversight by tracking and reporting program progress; documenting project timeliness and financial status; coordinating internal departments; engaging public stakeholders and impacted neighborhoods through the City's Neighborhood Affairs Division (NAD); delivering transparent communications through the G.O. Bond website platform; and managing budget transfers, scope changes, and legislation.

### General Obligation (G.O.) Bonds for Art & Culture

Approved by voters on November 8, 2022 with a 64.8% approval, the \$159 million bond consists of 21 transformational Arts & Cultural capital projects. After voter referendum approval, City staff worked internally and with the cultural arts institutions to evaluate and refine roles and responsibilities; request additional public benefits; determine timing of funding needs; complete the process for the issuance and sale of bonds; and seek approval and execution of grant agreements. Tranche 1, in the amount of \$101.7 million, was issued July 2023 launching the implementation of the projects in the third quarter of 2023.

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.

### 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. Staff within the City Manager's Office serve as liaisons to the Hotel developer to facilitate required permits and stakeholder coordination. Through an early access agreement approved by the City in mid-2022, the developer has cleared and prepared the site for formal possession while continuing to secure project financing. It is anticipated that vertical construction will start by the first quarter of 2025.

### Community Engagement

Transparency, clear information, and access to government remains a top priority for the City Manager. The Neighborhood Affairs Division (NAD) supports the Office of the City Manager through the Marketing and Communications department and the team plays a critical role in acting on behalf of the City Manager to foster strong and vibrant relationships with our residents and stakeholders by encouraging dialogue with our community, sharing updated project information for a myriad of initiatives, and participating in community activities across the City.

## SIGNIFICANT ACCOMPLISHMENTS

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

Highlights include:

### Veterans Day Parade

Successfully organized and hosted the City's annual Veterans Day Parade, which was the largest parade held in South Florida on this date. This momentous event brought together numerous elected officials, City departments, 50 participating community groups, and over 15 schools from across the county. The City's coordination and collaboration with diverse stakeholders ensures the parade's success showcasing our City's strong support for our service members while promoting civic engagement and community pride.

### Legislative & External Affairs

During the 2024 Legislative Session, appropriation requests at the state and federal level were successfully secured. These funds will be utilized for street improvements and security bollards, acquiring a fire ladder truck, and enhancing senior programming. These endeavors align with the City's strategic plan and underscore our commitment to sustainable development and community welfare.

Our proactive approach ensures we monitor legislation that impacts Miami Beach closely. By doing so, we can effectively advocate for and protect the interests of our community.

We continue to maintain strong and collaborative relationships with our State Senators, State Representatives, County Commissioners, lobbyist team, and other key stakeholders, ensuring that our legislative priorities remain at the forefront of the decision-making processes. Through ongoing engagement and effective advocacy, we have established ourselves as a trusted and influential voice, consistently included in crucial discussions that shape policies and regulations. Our continued partnership with these stakeholders has been instrumental in advancing our city goals and ensuring our City's interests are well-represented and protected in the legislative landscape.

Our efforts ensured that local regulations and protections for historic properties remain intact, preserving the cultural heritage and architectural significance of our community in line with our commitment to sustainable and responsible development.

# OFFICE OF THE CITY MANAGER

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

### Transportation and Parking

In Fiscal Year 2024, Miami Beach became the only city in Miami-Dade County to launch an intelligent transportation/smart parking system including the real-time Miami Beach Traffic Management Center co-located at the Florida Department of Transportation's (FDOT) Sun Guide Center. The City also enhanced mobility service delivery by expanding on-demand Transit Service to serve portions of North Beach and mitigate the elimination of Miami-Dade County Bus Route 115 as part of the County's Better Bus Network. To increase the pedestrian experience, the City obtained temporary approval to maintain the Ocean Drive Promenade pending further analysis and concurrence. In other efforts to improve quality of life, and pursuant to legislative action, the City also launched two pilot programs including the cross-bay Water Taxi service and the North Beach Restricted Residential Parking Permit zones. Notably, following a competitive solicitation process, the City is in the negotiation phase for the next generation municipal circulator service (trolley), which is one of the most robust free transit systems in Miami-Dade County.

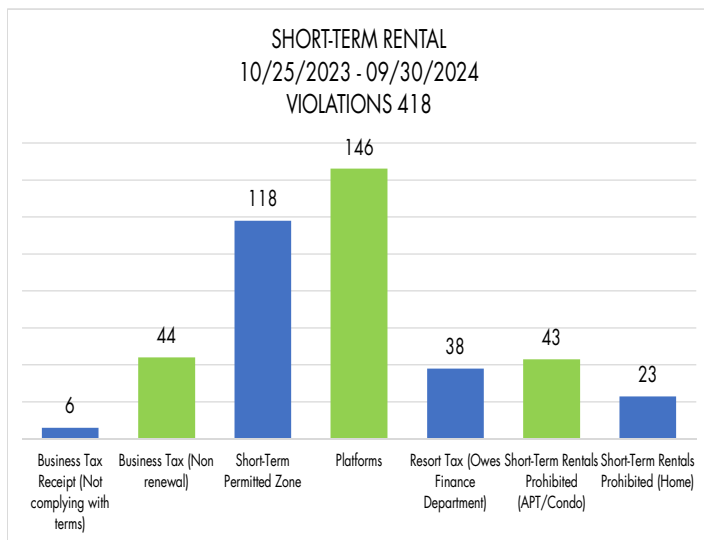
### South Beach Comprehensive Strategy

We continue our multidisciplinary approach and increased Police, Code Compliance, Park Ranger, Fire Rescue, Homeless Outreach, Parking, Transportation, and Facilities and Fleet presence in South Beach. The combination of increased officer presence, productivity, and data-driven policing initiatives have led to a reduction in crime rates. This approach continues to reduce the number of incidents within the area and has improved collaboration among our departments. Staffing levels for Miami Beach Police, Fire Rescue, Ocean Rescue, Code Compliance, Park Rangers, Parking, and Sanitation were significantly enhanced throughout the month of March. Additional measures during the high impact spring break period included the implementation of widespread parking restrictions, restricted beach access, DUI checkpoints, license plate readers, and parking garage closures. Additionally, the Miami Beach Police Department (MBPD) was supplemented by the Florida Department of Law Enforcement, Florida Highway Patrol, Miami-Dade Police Department, Miami-Dade Schools Police Department, and other municipal law enforcement agencies, which resulted in a significant reduction in spring break crowds on our streets.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

### Short-Term Rental Team

Since the beginning of year three (3) of this dedicated unit which commenced on 10/25/2023, an additional 5,320 hours have been accomplished towards inspections/investigations of illegal Short-Term Rentals (STRs) in the City of Miami Beach. During this period, this dedicated team investigated and pursued 202 calls for complaints of illegal short term/transient rentals and proactively investigated 528 other locations, resulting in 730 inspections. These investigations resulted in 347 violations during this period related to STR issues. In addition, nine (9) violations for commercial use of a single-family home and one (1) violation for filming without a permit were issued during this period by the STR Team. They have also issued 66 violations for apartments, hotels, and condos that failed to renew their main use Business Tax Receipt.



### Community Services

By forging strategic partnerships with community agencies, the Office of Housing and Community Services has collaborated with Legal Services of Greater Miami to provide crucial tenant rights services and workshops, empowering residents with essential knowledge and support. Additionally, the Homeless Outreach Services Division has broadened its impact through expanded weekend daytime outreach efforts, offering vital assistance and resources to those in need. Central to these advancements are the newly established walk-in centers strategically located at the heart of the City, which provide residents with convenient access to a range of essential services. These initiatives not only address immediate community challenges but also foster long-term stability and well-being, reflecting a strong commitment to a thriving and inclusive City.

# OFFICE OF THE CITY MANAGER

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

### **North Beach Community Redevelopment Agency (CRA)**

With taxable values at approximately \$1.73 billion in 2023, the North Beach Redevelopment Area has experienced a 6.6% increase in taxable values over the prior year and a 30% increase from \$1.42 billion in the base year (2021) to \$1.84 billion in the current year. During Fiscal Year 2024, the North Beach CRA launched promotion of the Commercial Facade Improvement Program. The purpose of the Program is to substantially improve the visible appearance of commercial properties and the adjacent streetscape; enhance the functionality and sustainability of businesses within main commercial areas; and focus on cultivating an improved visual experience and sense of place through enhancements. As of July 2024, the Program has yielded seven (7) applications with approval of two (2) projects by the CRA Board thus far.

### **General Obligation (G.O.) Bonds**

The 2018 G.O. Bond program is in its sixth year. Of the total 57 projects, 45 commenced in Tranche 1 (some of which span multiple tranches). As of July 2024, 11 of the 45 projects are fully completed and 31 others are in some form of "Active" status (Planning, Design or Construction). Many Tranche 1 projects are sub-divided into smaller "sub-projects." Of the 89 total existing sub-projects, 47 have been completed and 38 others are considered "Active." Approximately \$119 million has been expended and/or encumbered thus far out of \$157 million that is allocated for Tranche 1. To date, approximately \$3.8 million in project funds have been saved benefiting other projects with funding gaps. The City has also received a significant amount of grant funding for projects with matching funds in the G.O. Bond Program. More than \$22.2 million of the grant funding has been awarded directly to G.O. Bond projects to subsidize their budgets.

The 2022 G.O. Bond for Arts & Culture is in its second year. Of the total 21 projects in the bond, 20 were approved for commencement in Tranche 1 (some of which span multiple tranches). As of July 2024, 1 of the 20 projects is fully completed and 19 others are in some form of "Active" status (Planning, Design or Construction). Like the 2018 G.O. Bond, many Tranche 1 projects are sub-divided into smaller "sub-projects." Of the 47 total existing sub-projects, 6 have been completed and 36 others are considered "Active." Approximately \$11 million has been expended and/or encumbered thus far out of \$101.7 million that is allocated for Tranche 1.

### **Workforce Housing**

Partially funded with \$4 million from the G.O. Bond for Arts & Culture and a \$5.85 million capital contribution by the City, vertical construction for the Collins Park Artist Workforce Housing project topped off in March 2024. With more than 50% constructed, the project is anticipated to be completed on schedule in Spring 2025.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

The 7-story mixed-use project will provide 80 studio, 1-bedroom, and 2-bedroom units, targeting income-eligible local artists, City of Miami Beach employees, area educators, nurses and veterans, earning up to 120% of the area median income (AMI) in Miami-Dade County; a 32-bed Miami City Ballet dormitory to support its dance education program; and 2,248 square foot ground floor space to be programmed by the City or its partner.

### **Miami Beach Convention Center**

The Miami Beach Convention Center (MBCC) continues to be a major success. In 2023, South Florida's premier convention center hosted approximately 600,000 guests at 74 regional, national, and international events, creating significant economic impact for the City of Miami Beach and the region. Currently, the MBCC is projected to host 90 events through Fiscal Year 2024. In 2023 and 2024, the MBCC earned eleven prestigious industry recognitions including: the "Silver Stella 2023" (Northstar Meetings Group), the "Centers of Excellence Award" (Exhibitor Magazine), "Smart Stars 2023" (Smart Meetings Magazine), "Prime Site Award" (Facilities & Destinations), and "Reader's Choice Award" (Convention South). From Art Basel Miami Beach to the Discover Boating Miami International Boat Show — the largest boat and yacht event in the world, the MBCC is poised for continued growth.

### **Infrastructure & Key Capital Projects**

Several major projects across various parts of the City have reached significant milestones. Planning, design, and permitting have begun for notable projects like the 72<sup>nd</sup> Street Community Complex, the Miami Beach Mooring Field, and Ocean Drive/Lummas Park. Additionally, construction has started on important initiatives such as the West Avenue Neighborhood Phase II Improvement Project, Flamingo Park Lodge, North Shore Restroom, and Bayshore Park. These developments will enhance park space, provide more programming options, and bolster the City's resilience with improved infrastructure and drainage.

The City has successfully implemented Advanced Metering Infrastructure (AMI), replacing all water meters to promote water conservation, optimize the system, and improve customer service. Ongoing efforts on Critical Water and Sewer Projects remain a top priority, including key projects such as the MacArthur Bridge water mains rehabilitation, the upgrade of sanitary sewer pump stations (No. 31 in South Pointe, No. 22 in Normandy Shores, and No. 24 in Biscayne Pointe), extensive trenchless rehabilitation of gravity sanitary sewer lines at Parkview Island and other North Beach areas, and the replacement of sanitary sewer force mains from Belle Isle to Dade Boulevard and Michigan Avenue. The Venetian Phase 1 project has replaced water and sewer mains between Rivo Alto and Belle Isle.

# OFFICE OF THE CITY MANAGER

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

Recent accomplishments also include the completion of new seawalls and landscaping along Indian Creek from 25<sup>th</sup> Street to 41<sup>st</sup> Street, as well as new seawalls at Jefferson Avenue, Collins Canal, and Garden Avenue. Work is ongoing to elevate 26 additional seawalls, including three living shoreline projects and a pilot project aimed at setting new standards for environmental resource enhancement. Additionally, the City has rehabilitated the Liberty Avenue pedestrian bridge and the Henedon Avenue vehicular bridge over Biscayne Point Canal. To protect Biscayne Bay, new water treatment systems have been added to temporary stormwater pumps, helping to alleviate flooding in low-lying areas during high tides and rainy seasons.

### 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 \$3.3 million Resiliency Fund has been established for a private property resilience grant program to incentivize flood protection. The City has developed a 2040 Comprehensive Plan, Historic District Resilience Guidelines, and a new Resilience Code. Neighborhood adaptation, beach renourishment, dune enhancements, and living shoreline projects are being prioritized and advanced citywide. The City also adopted the 2024 Stormwater Master Plan Update with plans for incremental adaptation to climate change including practical short- and long-term solutions. The City's support of Aspen Ideas: Climate has elevated its status as a global leader in resilience strategy. Miami Beach's planning and action has led to favorable bond ratings.

### Resident and Business Survey

The City, through a consultant, completed the ninth set of comprehensive and statistically valid resident and business surveys in FY 2024 to gain an understanding of concerns, attitudes, opinions, experiences, and needs. A total of 1,300 surveys were completed by residents and a total of 610 surveys were completed by businesses with a +/- 2.7% and +/- 3.9% margin of error respectively. Results showed that the quality of our customer service exceeds the State benchmark by 20%. Ratings have increased significantly. For example, perceptions of how easy it is to contact someone in the City who can help increased by 14%. Perceptions that the City is being open and interested in hearing the concerns or issues of residents increased by 10%. In addition, the overall quality of customer service increased by 9%.

### Balanced Budget

Due to efficient fiscal management, the FY 2025 Operating Budget was successfully balanced. Despite the external challenges in keeping the City more resilient, all of the City's credit ratings have been maintained.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

### Collective Bargaining

The City's negotiation team began bargaining with the Fraternal Order of Police William Nichols Lodge No. 8 (FOP) on March 7, 2024. On May 8, 2024, negotiations commenced with the International Association of Fire Fighters Local 1510 (IAFF). A tentative agreement with the IAFF was reached on July 11, 2024, the same day the City began bargaining with the Government Supervisors Association of Florida (GSAF). The City plans to commence negotiations with the Communications Workers of America Local 3178 (CWA) once a compensation study is completed. In January 2025, the City will begin bargaining with the American Federation of State, County and Municipal Employees Local 1554 (AFSCME) as their contract expires on April 30, 2025. The City aims to successfully negotiate the remaining bargaining agreements in a timely manner.

## 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 and culture destination as well as a convention destination to attract new business, events, and audiences to the City
- Implementing G.O. Bonds 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

# OFFICE OF THE CITY MANAGER

## 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

## FUTURE OUTLOOK CONT'D

Specifically, the City Manager's Office will:

- Continue to elevate the public safety and security presence by implementing public safety improvement projects, analyzing and acting on crime statistics, advancing the real-time crime center, and leveraging relationships with other public safety agencies while continuing to enact the South Beach Comprehensive Strategy
- Continue implementation of the 20 Arts & Culture Projects funded in Tranche 1 in the total amount of \$101.7 million
- Commence vertical construction of the Grand Hyatt Miami Beach Convention Center Hotel.
- 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 while starting or completing designs for projects in planning

