

Village Manager

Key Biscayne, FL

(Permanent Population 12,300)

When people talk about the Emerald Isle, most people think of Ireland. That is because they have never been to Key Biscayne. Located on a lush, 1.3 square mile island in Biscayne Bay, the key is a tropical paradise. The Village is sandwiched between Crandon Park, an 850 acre Miami-Dade County park at the north end of the island, and the 500 acre Bill Baggs Cape Florida State Park on the south. While it is just two bridges and another key away from downtown Miami and a bit further to the world renowned art-deco South Beach, once you pass Crandon Park, Miami's issues and problems and its hustle and bustle seem a million miles away. It is an idyllic, small town where families are families and people are friendly and know their neighbors. Residents are comfortable walking the dog or jogging at any hour. School buses are nowhere to be seen as children ride their bikes and are driven to the local public primary/middle schools, which are excellent. Recreational opportunities abound and the beaches are plentiful.

Key Biscayne is essentially built out with 1,250 single family homes and 6,000 condominiums. Some construction continues due to redevelopment and demolition and/or rebuilding/renovation of existing structures. The Village is growing nonetheless. In fact, the population has increased by almost 20 % over the past decade – largely due to snow birds being replaced with permanent, year-round residents, many with children. Housing is expensive by most community's standards. Condominiums start at about \$550,000 and three bedroom townhouses sell for nearly \$750,000.

The population is friendly, affluent, highly educated, interested and involved. They take their issues and concerns seriously and are not shy about expressing them to the elected officials and village staff. Their expectations for services are high.

HISTORY

During the first half of the 20th century, the northern two-thirds of the island were operated as the largest coconut plantation in the continental United States. In 1940 the Matheson family donated over 800 acres (3.2 km²) of their land to Dade County for a public park (which became Crandon Park) in exchange for a commitment that the County would build a causeway to the island. While there had been earlier schemes to develop a town on Key Biscayne, the four-mile long Rickenbacker Causeway from Miami to Virginia Key and then and on to Key Biscayne in 1947 opened the island to large scale residential development. The remaining Matheson property, stretching across the middle of the island, was then sold to developers. Starting in 1951, the Mackle Construction Company offered new, 1200 square foot homes for \$9,540, with \$500 down. A U.S. Post Office contract branch was opened, the Community Church started holding

services in an old coconut-husking shed, and the Key Biscayne Elementary School opened in 1952.

The southern third of Key Biscayne, which included Cape Florida, was owned by the Deering family. In 1948 José Manuel Áleman a Cuban politician in exile, bought the Cape Florida property from the Deering estate. After Áleman died in 1951, his widow, Elena Santeiro Garcia, bought an ocean-to-bay strip that had been part of the Matheson property. Much of this land was developed as part of what is now the Village of Key Biscayne. Garcia sold the Cape Florida property in 1966 to the state of Florida and it became Bill Baggs Cape Florida State Park, which opened January 1, 1967.

The election of Richard Nixon as President in 1968 and his subsequent purchase of property on the Key (which became the Florida or winter white house) brought international recognition to the area. That in turn brought development of waterfront condominiums and communities such as Key Colony, Casa del Mar, The Commodore Club and The Towers of Key Biscayne.

As time passed, the early Mackle homes began to be replaced with larger, more impressive structures and residents became concerned with the direction their beloved community was taking. They recognized that they needed the ability to control planning, building and zoning if they were to protect their community. Incorporation of the Village of Key Biscayne followed in 1991.

CLIMATE AND DEMOGRAPHICS

Its climate is very similar to the rest of South Florida and characterized as subtropical. It has two basic seasons – the summer, rainy season and the winter, dry season. Average temperatures range from an average high of 90 degrees Fahrenheit in the summer to an average winter high of 77 degrees. Summer lows average in the low 70's and in mid 50's in the winter. The average annual precipitation is 58 inches, most of which typically falls in the summer.

The population is predominantly white and is equally split between Anglos and Hispanics. Approximately half the population is foreign born while roughly 30% of the population is under 20 years old and less than 20% is over 65. As of 2009, the Census Bureau estimated the per capita income to be \$63,557. It also estimated that nearly 75% of those over 25 had at least a Bachelor degree.

THE GOVERNMENT

Since incorporation, Key Biscayne has developed into a well respected, full service government. The Village Council is composed of seven elected officials. The Mayor is elected to a two year term while the other six Council members serve staggered, four year terms. Term limits take

effect after eight years. The elected officials are bright, articulate, get along well with one another, and genuinely want the best for their community. The staff is capable and respected by the elected officials. Overall, the government runs smoothly. Historically, Key Biscayne's managers have worked hard to make the elected officials look good and the elected officials have returned the favor.

The Village has 115 full time (and as many as 75 part time) employees providing the following services: planning, zoning, code enforcement, police, fire, parks, recreation, streets and drainage. Water and sewer are provided by the County while the Village contracts with a third party for solid waste removal. The Village's total budget is approximately \$25,000,000. Police accounts for 20%, fire rescue 25% and parks, recreational activities and the community center 15%. The remaining 40% is divided among debt service (12%), council, clerk, administration and attorney (8%), public works (7%), administration, building, planning and zoning (6%) and other items.

The Village has five bargaining units: two for police, two for fire and one for the general employees.

THE CHALLENGES

Key Biscayne is not facing any dire emergencies but the challenges are there nonetheless. As with most other governments around the country, revenues from property taxes are not what they once were. Since property values peaked several years ago, the total assessed value for the Village has dropped approximately 30%. Consequently, resources are tight and need to be managed carefully. All significant expenses are being reviewed including pensions and ways to reduce them are being sought. Second, the population is growing, particularly the younger population, and more space is needed for recreation and in particular, playing fields. Third, much of Key Biscayne beach has disappeared. A beach renourishment plan has been developed and funded. It is now working its way through permitting. The effort is complicated since sea grass has established itself in areas where the beach once was. To deal with that issue may require a more balanced way of looking at beach renourishment, not just on the Key but nationally. Otherwise, in the long run, in places like Key Biscayne, the beaches may disappear. Another challenge is finding ways to work with the County School Board to improve the condition of its facilities on the Key and to enhance the curriculum. The bottom line is the Board cannot provide the level of service that residents expect for their children. Finally, traffic can be an issue but is also symptomatic of a larger regional issue facing the Village. Much of what happens on and around the Key is controlled by other parties. For example, the only way onto the island is to take the Rickenbacker Causeway to Virginia Key and then over a bridge to the Key itself. As noted, Crandon Park is at one end of Key Biscayne and Bill Baggs Cape State Park and both attract visitors, particularly on weekends and holidays. Further, Virginia Key has a state park, the Miami Seaquarium and several other facilities. It also hosts special events such as a major tennis tournament. The result is traffic to and from Key Biscayne can be backed up for hours. And it is largely beyond Key Biscayne's control. The state of Florida, Miami-Dade County and the city of Miami own and control the parks and the Causeway. Hence, regional partnerships, or at least cooperation is critical to the quality of life on the Key.

THE IDEAL CANDIDATE

Key Biscayne is seeking a highly competent and outstanding professional – a manager and leader. The individual will not manage solely from his/her office but will be out and about and involved in the community. Village residents expect their government to be responsive, help and friendly and the manager must epitomize those characteristics. The manager will recognize the importance of customer service in a high end community, have a natural affinity for it and insure it is the Village staff's top priority. When a resident arrives with a problem, the manager will not look at it from a detached point of view but rather will take an emotional ownership of the issue and, through his/her staff, work diligently to resolve it. Resident expectations and involvement are high. The Key is also, in many ways, a small town where everyone knows everyone. As a result the Village Manager must be very people-oriented and value community input. The individual will also reach out to nearby communities to form mutually beneficial partnerships to solve issues. He/she will recognize his/her credibility is based on honesty, integrity, fairness, respect given and responsiveness. A positive, can do attitude and a sense of humor are also a must. The next manager will be high energy, thoughtful, open and direct yet diplomatic and accomplishment oriented.

Strong financial skills will be important as is the ability to negotiate. The next manager will understand whom he/she works for – all seven Council Members – and also understand that it takes a majority to direct policy. As such the next manager will treat all the Council Members equally and share information. She/He will be comfortable with Council Members interacting (but not directing) staff. The individual will not be a micromanager but will delegate and hold staff accountable for their actions and for results. Meeting deadlines with a high quality result will be very important to the individual. He/she will see the big picture but understand day-to-day operations as well. The next manager will understand the need for process but also understand these processes need to be as efficient and effective as possible.

The position requires a Bachelors degree, with a Masters preferred. Seven years of senior level management supervising or managing a complex organization is ideal. Experience in a high end, built out community, economic development and unions are a plus. Florida experience is preferred but not necessary (as long as the individual can build external relationships quickly). The ability to speak Spanish is a plus. It is not, however, a requirement or expected. Extensive experience in a senior level local government position may be substituted for the educational requirement and additional education may be substituted for some of the experience requirement.

PRIOR MANAGERS

The Village has had three managers since 1991 and the most recent is leaving to become the Chief of Staff / Deputy Mayor for the new mayor of Miami-Dade County.

COMPENSATION

The starting salary range is \$150,000 to \$200,000. Benefits are very good.

RESIDENCY

The next manager will not be required to establish residency in the City

CONFIDENTIALITY

In Florida, all applications become a public record once submitted.

HOW TO APPLY

E-mail your resume to RecruitEight@cb-asso.com by August 27, 2011. Faxed or hard copy applications will not be considered. Please direct all of your questions to Colin Baenziger at (561) 707-3537.

THE PROCESS

The Village is expected to select finalists on October 4th. Interviews will be held on October 14th and 15th.

OTHER IMPORTANT INFORMATION

Key Biscayne is an Equal Opportunity Employer and values diversity at all levels of its workforce. It encourages minorities and women to apply. A veteran's preference will be awarded per Florida law.