



Village Manager Bal Harbour, FL

Apply by July 12, 2013

Welcome the Village of Bal Harbour, Florida's Paradise! Located in northeastern Miami-Dade County, the Village is a sparkling gem among cities in the Miami metropolitan area. Home to a highly educated and refined population, the Village is looking for an elite-level municipal management professional who will build upon the Village's rich tradition of excellence and steer the Village into an even brighter future.

The Village itself is located on the northern tip of the barrier island between the Intracoastal Waterway and the Atlantic Ocean and has a total area of just under one square mile. The main access point and road traveling

through the Village is Highway A1A (Collins Ave) which also connects Bal Harbour to many of its neighboring municipalities.

The Village is a world-renowned retail hub and home to the incomparable Bal Harbour Shops, a luxury shopping mall where one can have the ultimate shopping experience. The Shops play host to a number of famous designer stores such as Dolce & Gabbana, Alexander McQueen, Chanel, Salvatore Ferragamo, Roberto Cavalli, Oscar de la Renta, Saint Laurent, Versace, Tiffany and Co., and De Beers. It has the highest retail sales per square foot of any shopping center in the world. In fact, in 2012 the 450,000

square foot mall had record sales of \$2,730 per square foot, more than six times the national average.

Many recreational opportunities are available. Any spot in the Village is within walking distance of the beach. Boating, fishing, scuba and other aquatic recreational activities are available locally and are common excursions for those in the area. Furthermore, the famed South Beach with its many attractions and restaurants is just a short drive away. Both Miami and Fort Lauderdale are also located nearby.

Cultural opportunities are also plentiful in the area. Close to home, the Bal Harbour Shops occasionally hosts musical events and celebrity fundraisers, and well-known headliners such as Enrique Iglesias (who came last year) are frequent performers at these events. The Miami Art Museum is also just a short drive away, as well as a variety of event centers in the area such as the South Miami-Dade Cultural Arts Center and Adrienne Arsht Center for the Performing Arts. Dance, music, and Broadway theater are common attractions in these venues.

Travel and tourism opportunities abound as well. For example, the nearby Miami and Fort Lauderdale International Airports offer quick transit to a myriad of popular national and international hotspots. Furthermore, cruise ships are plentiful and depart regularly from Port Everglades (in Fort Lauderdale) and the Port of Miami.

For the avid sports fans, South Florida is home to the Miami area professional teams including the Heat, Dolphins and Marlins. If you prefer hockey, the Florida Panthers are located in nearby Broward County, only a short drive away. For the college fan, the University of Miami is close with all of its famed athletic programs, and there are other several universities with notable sports teams in the area as well. If you



would rather participate, many tennis courts, basketball courts, and jogging trails are located within walking distance of the Village and youth sports leagues are also available in the surrounding area.

If you have children, the schools are excellent. The Ruth K. Broad Bay Harbor Elementary School has received an “A” grade for 13 consecutive years. The Miami Beach Senior High (MBSH) was recognized as a magnet school in 2010 and has had an “A” ranking for the last two years. Athletic programs are solid and the school’s football program has produced several current and former professional athletes including the NFL’s Chad Johnson, Samari Rolle, and Duane Starks. MBSH also boasts many other famous alumni such as Andy Garcia (Actor), Mickey Rourke (Actor), Barbara Walters (News Anchor), and Desmond Child (song writer inducted into his profession’s Hall of Fame.)

Home prices are frankly high, and housing with 3-bed/2-bath (either condominiums or homes) can run anywhere from \$350,000 to multi-million dollars depending on location and amenities. It is worth noting, however, that the Village Manager is not required to live in the Village. Overall, the cost of living in Bal Harbour is above the national average.

To conclude, Bal Harbour Village is a highly desirable location that offers something for everyone. For any municipal professional, it is simply a wonderful opportunity and we invite you to apply!

History

Little is known of the area’s history prior to the 20th Century. The events that would shape Bal Harbour’s history began in the late 1920s when Miami Beach Heights, a Detroit based development company, began to purchase and develop the raw land on the island. As part of its effort, the company hired one of the country’s leading urban planning firms to create a master plan for a fully developed Bal Harbour. The results of that plan are clearly evident today.

During World War II, the man that is credited with being the founding father of the Village, Robert Graham, rented the undeveloped land to the United States Air Corps for \$1 per year as a patriotic gesture. The site became a

prominent training camp, barracks and later, prisoner of war camp.

After the war, growth began in earnest and Graham converted much of the land that had previously been used as military facilities into apartment living. The prisoner of war camp later became the famous Bal Harbour Shops under the dynamic business management of Stanley Whitman.

In 1946 the Town incorporated under the name of Bay Harbour. Many residents, however, felt that the name did not truly define the uniqueness of the community, and so the words “Bay” and “Atlantic” were combined to form a new word, “Bal,” and the Village became known as Bal Harbour.

As time passed, the area became a cultural hotspot and the Village began to develop the prestige it now enjoys. The luxury hotels, beautiful beaches, and amazing shopping opportunities have made Bal Harbour a frequent destination for vacationing celebrities, dignitaries, and presidents.

Demographics

Bal Harbour has a population of 2,513. Overall the population is 95% Caucasian, 2.1% African American, and the remainder is composed of other races. People of Hispanic ethnicity (all races) make up 28.7% of the population. As can be seen in Table I on page 4, Bal Harbour’s population is evenly distributed, even in the older age brackets. The median age of 51.0 is significantly higher than the median for the United States (37.2).

Religiously speaking, Village is very diverse and has large Jewish and Catholic populations that significantly influence the character of the Village. The Shul of Bal Harbour, for example, is one of the largest orthodox Jewish Congregations in the Southeastern United States and very well known (although it is actually physically located slightly to the south in neighboring Surfside). The Church by the Sea, a non-denominational Christian church, is also located in Bal Harbour and quite prominent in the community.

The median household income is \$66,641, and the mean is \$96,445, although the latter figured is skewed due to the

Table II: Bal Harbour Age Distribution

Age Bracket	Percent
Under 10	8.3 %
10 to 20	8.2%
20 to 30	7.8 %
30 to 40	11.1%
40 to 50	13.0 %
50 to 60	12.0 %
60 to 70	13.5 %
70 to 80	12.1 %
80+	14.0 %
Median Age	51.0

Source: U.S. Census

very wealthy residents at the upper end of the bell curve. 15.2% of the households earn \$200,000 or more annually and the median family income is \$102,602.

Climate

Bal Harbour possesses a tropical monsoon climate with hot and humid summers and short and warm winters. The Gulf Stream, a warm ocean current, runs northward just 15 miles off the coast, allowing the Village's climate to stay warm and mild most of the year.

In addition to the ocean breezes that provide relief from the heat during summer, rainfall is common and can significantly cool the climate during all

phases of the year. The average annual precipitation is 58 inches, most of which typically falls in the summer. Tropical storms strike the area from time to time with the most significant recent storm being Hurricane Andrew in 1992.

The Government

The governing body of the Village of Bal Harbour consists of five elected Council Members. While each must reside in a specific district, they are elected by all the Village's voters. After the election, the Council chooses one of its members to be Mayor and another to be Assistant Mayor. Elections are held in November to coincide with the national elections. Three council seats will be up for election in 2014 and two in 2016. Members serve four year terms and are not term limited. Council discussions can be lively and members will disagree. Still they treat one another respectfully and collegially.

The Village provides the following services: police, refuse collection (through a private contractor), street and road maintenance, tourism development, special security district protection, and water and sewer utilities. Other services such as fire protection are provided by other government agencies (Miami-Dade County).

The Village has one of the lowest millage rates in all of south Florida, 2.2678 (down from last year's 2.4468). The Gross Taxable Value in the Village is \$2,427,750,445, which is a 7.89% increase over the previous year. In addition to property taxes, the Village also receives a 4% tax on hotel stays and 2% on meals. The General Fund Budget was approximately \$11,000,000 and the total budget was \$22 million. Overall, the Village's financial position is quite strong.

Commerce

The Village's economy revolves around shopping and tourism as can be seen from Table III on page 5.

Table II: Climate data for Bay Harbour Islands

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	76.4	78.1	80.3	93.2	87.0	89.5	90.9	91.0	89.3	86.2	81.7	77.9	84.3
Average Low °F	59.9	62.3	64.9	68.3	72.9	76.0	77.3	77.4	76.5	73.5	68.1	63.0	70.0

Source: NOAA

Table III: Principal Real Estate Tax Payers

Entity	Taxable Assessed Value	Percent of Total
S F Whitman & D A Whitman (The Shops)	\$172,900,000	6.86%
9701 Collins Avenue, LLC (Sheraton)	\$100,516,000	3.99%
Bal Harbour Club, Inc.	\$62,718,880	2.49%
Sea View Hotel, Inc.	\$46,899,778	1.86%
Elcom Condo, LLC	\$32,338,100	1.82%
HH Condo Invest, LLC	\$21,836,500	0.87%
TRG Harbour House, Ltd	\$21,486,570	0.85%
Bal Harbour Quarzo, LLC	\$11,349,849	0.45%
Bal Harbour Shops, Inc.	\$9,900,000	0.39%
Shari Arison	\$9,334,441	0.37%

Source: Bal Harbor 2012 CAFR

The Challenges

Bal Harbor Village prides itself on the reputation it has established and the brand it has built. Unfortunately, the last Village Manager began his scheduled retirement while the Village's police department was involved in a Justice Department financial audit of its police forfeiture program. While no criminal conduct has been uncovered, some financial errors have been brought to light. This inquiry has left many of the residents feeling that their carefully crafted brand has been tarnished. The Council and residents wish to erase that tarnish and re-establish themselves as one of the premier Florida municipalities.

Another and continuing challenge is the need to balance the interests of the tourists and part time residents with those of the permanent residents. While tourism generates a significant portion of the Village's revenues, the residents need to be recognized as the government's highest priority. What they want is to maintain a peaceful and serene quality of life.

Another challenge involves the Village's aging infrastructure. Much of the water and sewer system was constructed in the late 1940s and is well past its estimated

useful life. During the next few months, the Village will be exploring options to finance and replace the entire system.

Thirdly, some planning and land use issues are rapidly approaching. The aforementioned Bal Harbour Shops recently acquired an adjacent church and is considering expansion to generate more retail space. Furthermore, the Shops would like to acquire the Village Hall building and open another entrance to the mall. As is typical of these sort of issues, the community is somewhat divided concerning how best to proceed.

Finally, as the Village uses a number of private contractors, the new Manager will need to monitor the delivery of service to insure that it complies with applicable contracts, and is delivered at a level commensurate with the Village's high standards.

The Ideal Candidate

The ideal candidate will have several important characteristics. First, he or she will be able to quickly establish trust with elected officials, business interests, and residents within the community. This will require a charismatic presence as well as the ability to work

diligently to ensure that the government is both competent and transparent. The community wants to be assured that the errors and scandals of the past are just that - a part of the past.

Secondly, the next Manager needs to have strength and tact. In the upcoming years, he or she will need to address several delicate issues and work with many very high-powered individuals. As such, she or he will need to be diplomatic, yet resolute, in representing the best interests of Village. He or she will need to have a sense of integrity and willingness to do what is right for the Village and its residents no matter what the external pressures may be. At the same time, she or he will also need to have a “velvet touch”, the ability to help people feel as if their thoughts have been heard and their interests considered.

The next Manager will be a decision maker and a communicator, someone who can partner with the council to create a vision for the future of Bal Harbour and then provide the Council with creative and effective strategies to realize that vision. He/she will also recognize that the elected officials as a body determine the Village’s course, and that it is the manager’s duty to pursue that course with enthusiasm.

The next Manager will also need to be one who will question policies and processes. She or he will pay careful attention to the details and seek to find new and innovative ways to deliver the same municipal services in more cost effective and efficient ways. The phrase, “Because it has always been done this way” should not be in the next manager’s vocabulary.

The new Manager will be a leader and inspire staff to improve and to serve the public. Bal Harbour is a high-end community that expects its services to be delivered with excellence, due care and



civility. The next Manager will understand that in a small, tight-knit community like Bal Harbour, outstanding customer service is imperative. He or she will inspire staff, yet hold them accountable for their work and the way it is delivered to the public.

The ideal candidate will also have experience in and be comfortable dealing with high-end, luxury businesses. An understanding of those dynamics will be integral to the Village's future success.

In terms of competencies, the next Manager must have a strong understanding of municipal finance. While Bal Harbour is in very good financial condition, the Council wants someone who knows how to effectively manage a budget. As noted, the Council expects the manager to constantly seek ways to optimize the efficiency and effectiveness of municipal services. She/he will not be afraid to recommend spending and investing money at times, but will also have the financial acumen necessary to distinguish between a wise and a wasteful investment. Given the issues involving the Village's Police Department and infrastructure, an understanding of police matters and utilities would be beneficial as well.

Finally, the ideal candidate will have a proven track record of high level, relevant management and leadership experience in progressively more responsible positions. She/he quite simply needs to have demonstrated the ability to achieve excellence in previous assignments. As such, the ideal candidate will have significant experience as a City Manager, Deputy City Manager, or Assistant City Manager. The individual is expected to have at least a Bachelor's degree in business administration, public administration, urban planning or a related field. Individuals with other particularly strong credentials will be considered.

Residency

The Village Manager is not required to live within the corporate limits of the Village.

Compensation

The starting salary will be between \$160,000 and \$180,000. Benefits are excellent.

Confidentiality

Under Florida law, all applications are a public record once submitted. As a practical matter the local media generally does not show interest until after the close of the recruitment period and often much later in the process.

How To Apply

E-mail your resume to Recruit34@cb-asso.com by July 12th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537 or Sean Baenziger at (561) 351-9350.

Schedule

Candidates will be screened between July 15th and August 12th. Interviews will likely occur on August 23rd and 24th with a selection made shortly thereafter.

Other Important Information

The Village of Bal Harbour is an Equal Opportunity Employer and strongly encourages minorities and women to apply. It is also a drug-free workplace. A Veteran's Preference will be awarded if applicable under Florida law.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING