



— POSITION AVAILABLE —

TOWN MANAGER | *Apply by June 1, 2020*

Welcome to the Town of Bay Harbor Islands!

Long known as the “Best Kept Secret on the Water,” Bay Harbor Islands is a hidden gem located in Biscayne Bay in Miami-Dade County. It is on two reclaimed islands nestled between the cities of North Miami (to the west) and Bal Harbour and Surfside (the east). The Kane Concourse runs through the heart of this vibrant and progressive community. The Town boasts an upscale, bustling commercial district with exclusive shopping, top notch businesses and fine dining all within a picturesque and charming island atmosphere.

Bay Harbor Islands’ residential areas are friendly, family-oriented, and safe—a police car drives by everyone’s front door every four minutes on average. The Town offers the best of both worlds. It is quiet and isolated yet the glitz and big city lights are just a short drive away. There is no place quite like Bay Harbor Islands. The best news? If you are a strong, professional Town Manager, this tucked-away treasure is currently searching for one.



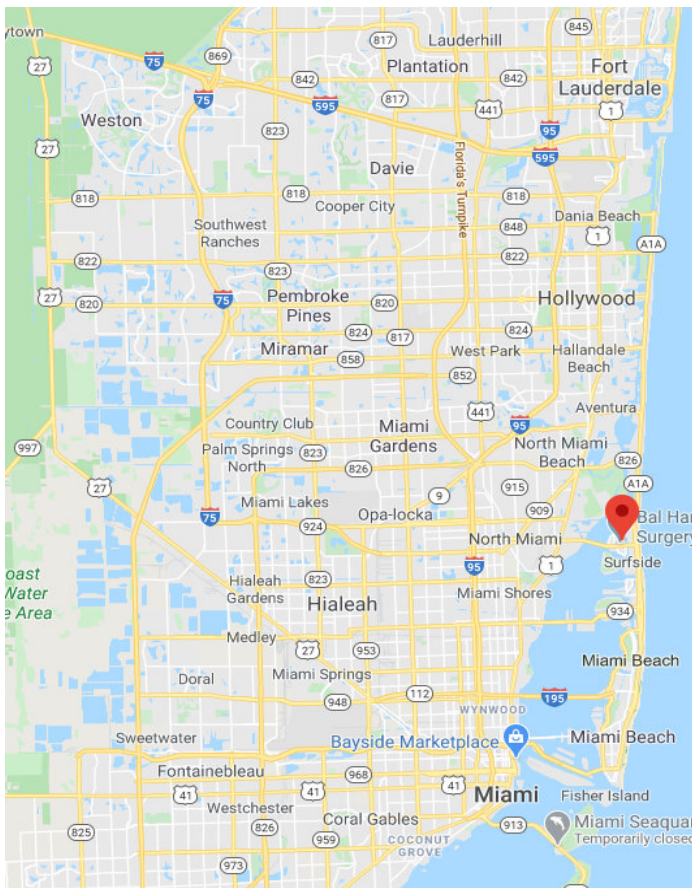


Figure I: Location of Bay Harbor Islands

The location is ideal. The barrier islands and the Atlantic Ocean lie to the east while Miami lies to the south and west, meaning there are no end to opportunities for shopping, dining, recreation, entertainment, and cultural activities. Local restaurants strike a balance between upscale and personal, with exquisite sushi places like Asia Bay and steakhouses such as the The Palm.

For a day out and about, the Officer Scott A. Winters Park is a stunning, kid-friendly place with a playground, a water feature, wide-open fields, picnic pavilions, and dog park. The Morris N. Broad Community Center offers not just more opportunities to play—the center’s 8,000-square-foot library, arts, and crafts center provides free indoor entertainment during the warm summer months when you need a peaceful respite. The Winter Concert is held in the park next to the Center and is offered free to Town residents. For an urban exploration, head to the east island, where you find some 1940s and 1950s buildings in the Miami Modern architecture. Several were designed by Morris Lapidus, Henry Hohauser, and Charles McKirahan.

Some of the nearby beaches include the Bal Harbour Beach, Surfside Beach, Haulover Inlet, and Miami Beach (including its world renowned South Beach). A couple of seaside getaways are also available with the Haulover Beach Park and the North Shore Open Space Park. If you are a scuba diver, opportunities are plentiful.

For longer excursions, nature is nearby. Going north will take you to the Oleta River State Park, a 1,043-acre state park on Biscayne Bay. This is Florida’s largest urban park, perfect for mountain bikers, swimmers, boaters, hikers, and families. From its picnic areas to its fishing spots and its cozy cabins, this oasis offers the best of Florida’s scenery. Notably, the Florida Circumnavigational Saltwater Paddling Trail, which covers the 1,515 miles of Florida’s coast, passes through the park.

Heading south will take you to the city of Miami, which is classified as an Alpha-World City for its commercial, cultural, entertainment, fashion, and educational opportunities. Ranked in 2009 as the richest city in the United States, its economy is always thriving. If you like to cruise, Miami has the world’s busiest cruise port, and Port Everglades in Fort Lauderdale is the third busiest. Sports fans will find much to enjoy here. Miami is home to the Miami Marlins of Major League Baseball, the Miami Heat of the National Basketball Association, and the Miami Dolphins of the National Football League. The Florida Panthers of the National Hockey League play in nearby Sunrise. But do not forget the University of Miami Hurricanes with its national championships in a variety of sports.

Condominiums in Bay Harbor Islands sell for as little as \$200,000 to as much as \$1,000,000 depending on size, proximity to the water and age. Most single family homes are listed between \$1,200,000 and \$2,000,000, although they can run as much as \$20,000,000. With proximity to the coast and to Miami, it is no surprise that the houses are in high demand and priced as such. The Town is also extremely safe ranking among Florida’s top 20 safest cities and is the only community in Miami-Dade County to make the list. As of 2018, the crime rate was 3.6 times lower than the United States Average, falling 6% from the year before. Bay Harbor Islands is very walkable place!

One of the primary reasons people buy and stay in Bay Harbor Islands is the Ruth K. Broad Bay Harbor K-8 Center—generally recognized as one of the best elementary/middle schools in Florida. For higher



education, some of the best-ranked institutions in the state are within reasonable distance. These include the University of Florida, Florida State University, the University of Central Florida, University of South Florida, University of Miami, Keiser University, Florida Atlantic University, and Florida International University. The University of Florida is recognized as one of ten best public universities in the country, and Keiser University is ranked second nationally for health-related programs. Florida Atlantic University established a College of Medicine in 2010. All in all, research-based education and opportunities for personal and professional growth could not be more accessible.

For those who love to travel, easy access to the Miami International Airport (only 20 minutes to the southwest) and Fort Lauderdale-Hollywood International Airport (35 minutes north) is another gift. With the former ranked as the 15th and the latter as the 18th busiest airports in the U.S., it is easy to get anywhere in the country and the world.

Behind all the bells and whistles is Bay Harbor Islands, a unique place where community comes first. The shopkeepers and restaurant-owners know your name. The neighbors know each other and check in regularly. Known for its safety, small parks, and sense of community, there could be no better place for a Town Manager to call home. For those who want to lead a tropical haven surrounded by wonderful scenery, culture, and community, this is the opportunity of a lifetime. Apply today!

HISTORY

Bay Harbor Islands was founded in 1947 by Shepard Broad. He was intrigued by the 253 acres

Table 1: Bay Harbor Islands Demographics

Estimated Population 5,938			
Distribution by Race		Distribution by Age	
White	83.5%	0 to 5	9.5%
Black	5.1%	6 to 64	74.7%
Asian	1.7%	65 & Older	15.8%
Two or More Races	9.7%		
Total	100%		
Hispanic Ethnicity (all races)	48.3%		

Educational Achievement (Over Age 25)	
High School or Higher	97.8%
Bachelor's Degree or Higher	31.5%

Other Statistics	
Median Age—Bay Harbor Islands	39.6
Median Age—U.S.	37.8
Median Household Income	\$73,639
Poverty Rate	12.7%

Source: U.S. Census Bureau

of mud and mangroves of Biscayne Bay and traded his interest in the Biscayne Building—2.5 floors of it—for the swamp. He divided it into two pieces, building single-family homes on the western island and condos, rental apartments, a business district and the school on the eastern island. The two islands were originally known as Broadview and Bay Harbor, eventually becoming the West and East Islands.

After the Town was incorporated in 1947, Broad was elected to 26 consecutive one-year terms as mayor for a pay of only \$1 a year. Upon relinquishing the position, he reminisced about his first election, joking, “It was the easiest election I ever experienced—seven hundred and fifty lots elected me unanimously.”

Over the years, Bay Harbor Islands has become one of the premier communities in Miami-Dade County. Properties here are highly sought after, yet can be affordable compared to its neighbors.

Demographics

See Table 1 (left) Bay Harbor Islands Demographics.

Climate

Bay Harbor Islands’ climate has two main seasons: the hot and rainy season, which lasts from mid-May to mid-October, and the warm and dry season, which spans the other months. During the summer, the high temperatures average around 90°F with high humidity, and the afternoons often bring short, refreshing storms. During the cooler season, the average low temperature is 68°F and the high temperatures average in the mid to high 70s. The typical annual rainfall is 59 inches, and the Town sees around 247 sunny days per year.

Hurricanes strike Florida from time to time, especially during hurricane season (June 1 to November 30), though their impact is generally limited. If you are more than 50 miles from the center of Category 1 through 3 hurricane, it will probably not materially affect you. Notably, Miami-Dade County has not been hit with a serious storm (a Category 4 or 5 storm) since Hurricane Andrew in 1992.

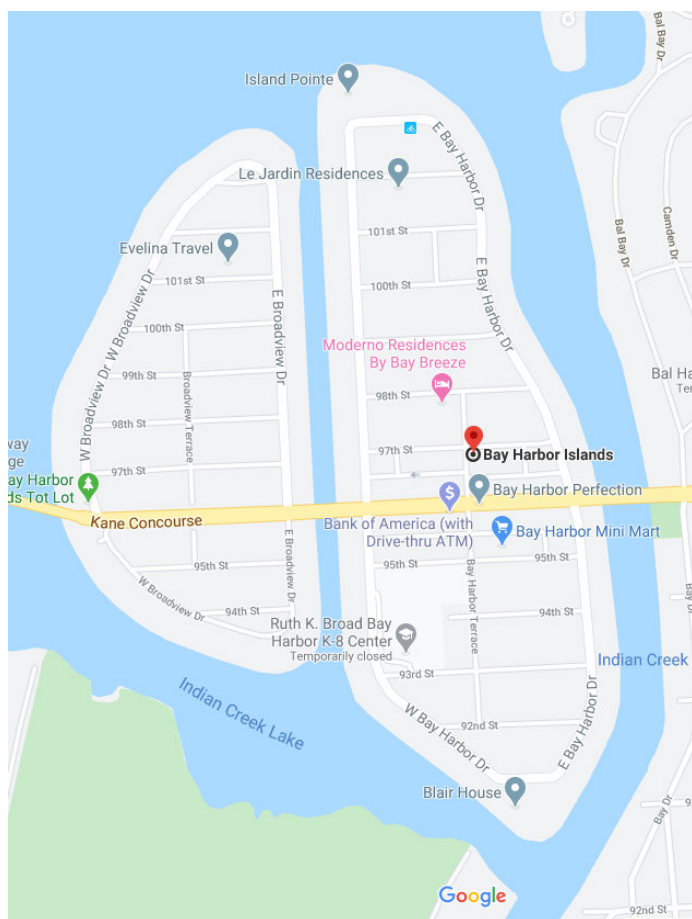
Geography

Bay Harbor Islands is composed of two islands. See Figure II (on top of page 5). In total, it covers approximately 0.6 square miles, of which 0.4 square miles is land. The Town is less than 10 miles north of Miami and 25 miles south of Fort Lauderdale. The former is about a 20-minute drive to the south while the latter is about 30 minutes to the north in non-rush hour traffic. The Town is an average of seven feet above sea level.

Commerce

Commerce in Bay Harbor Islands is very limited. The western island is strictly single family residential while the eastern island is primarily multi-family with commercial along Kane Concourse (the portion of 922 running through the center of Bay Harbor Islands). The vast majority of residents who work, commute to employment in surrounding Miami-Dade County. See Table II (lower left) for the principal employers in the County.

Figure II: Bay Harbor Islands



The Government

Bay Harbor Islands has a Council-Manager form of government, with the seven elected council members serving staggered, four-year terms. Elections are held every year when generally two council seats are considered. This approach has led to a stable government. Each year, the Council elects a Mayor and Vice Mayor from among its members. Council Members respect one another and get along well. They serve because they love their community and want the best for it. They generally do not view it as a steppingstone to higher office, and they certainly do not serve for the money—each elected official earns a \$1 per year.

The Town Council appoints a Town Manager to oversee the daily operations of the Town and carry out the Council's policies, directives, resolutions, and ordinances. The Council also appoints the Town Clerk and Town Attorney. All are hired and relieved of their positions by a majority vote of the Council.

To assist it, the Council has a Planning & Zoning Board, a Parks and Recreation Committee, and a Sustainability and Resiliency Committee. The Town departments include Building, Planning and Zoning; Community Services; Finance; Police (including Code Compliance); and Public Works.

Notably, the Town owns, operates and maintains the Shepard Broad Causeway toll bridges which connect Bay Harbor to the mainland to the west and the barrier islands to the east. See Figure 3 (above) for more information concerning the Town's organizational structure. Water, Sewage Removal and Fire Protection are provided by Miami-Dade County.

The 2018-2019 Budget had a General Fund budget of \$9,397,930, and a total budget of \$25,344,361. The Town's primary revenue sources are ad valorem taxes (17%), Causeway toll

Table 2: Principal Employers, Miami-Dade County, FL

Employer	Industry	Employees
Miami-Dade County Public Schools	Education	31,000
Miami-Dade County	Government	24,692
U.S. Federal Government	Government	19,300
Florida State Government	Government	19,300
University of Miami	Education	13,864
Baptist Health South Florida	Healthcare	13,369
American Airlines	Transportation	11,773
Jackson Health System	Healthcare	8,163
Florida International University	Education	4,951
City of Miami	Government	3,820

Source: Miami-Dade County, FL 2019 CAFR

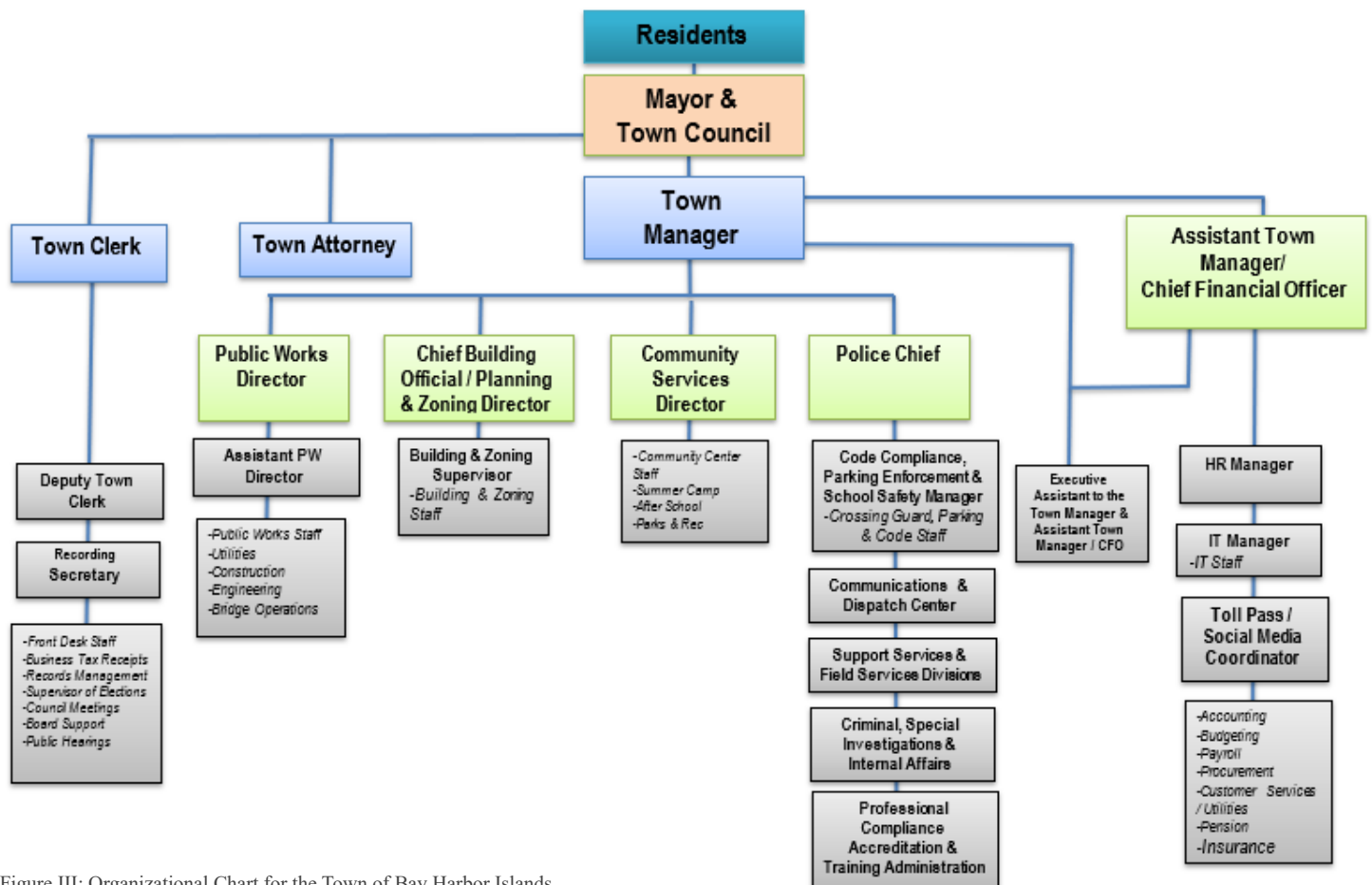


Figure III: Organizational Chart for the Town of Bay Harbor Islands

collections (39%), and water and sewer (14%). Everything else is less than 5% of the budget. Overall, the Town has about 70 employees. 40% (28 employees) serve in Police and 30% in General government. The remaining 30% are split relatively equally among Public Works, Causeway Operations, and Culture and Recreation. The only unionized employees are the police officers and they are represented by the Police Benevolent Association.

The Challenges and Opportunities

Historically, Bay Harbor Islands government has been an island of stability and tranquility surrounded by Miami-Dade County. Recently, however, through no fault of the citizenry and Town Council, that has changed. The Town's Attorney of 43 years abruptly resigned after an alleged impropriety completely unrelated to Town business. The Police Chief retired and took a position in Colorado. Several individuals have served as the interim Police Chief since then, and the replacement process has been anything but smooth. Then the Town Manager (after

16+ years as Assistant Town Manager and 16 months as Town Manager) resigned to pursue other opportunities. The Town Council and staff are both good to work with and work well together. Everyone wants a Town Manager who will help return the Bay Harbor Islands to its low key, low visibility posture of the past.

Financially, the Town will likely need to re-calibrate given the current pandemic. It, and resulting lockdowns, will probably lead to revenue losses from the Shepard Broad Causeway Bridges, gas tax, sales tax, and other sources. Further, Ocean Cadillac relocated to Miami and sold its Bay Harbor Islands showroom and maintenance facility to the Church by the Sea. The first floor of the Church's building will remain retail mitigating the loss of revenue to the Town in the long term. In the short, while in construction, revenues will be lost. Fortunately, the 1166 project, the largest redevelopment effort in the Town's history, has been approved and will add significant tax revenue to Bay Harbor's coffers, once constructed. It will be a mixed use development of residential, office, retail, and dining at the opposite end of Kane Concourse.



Another challenge is redevelopment. The Town is a very, very desirable location but completely built out. The commercial properties along Kane Concourse lack the state-of-the-art vibrancy of the nearby Bal Harbour Shops and barrier island communities. Ideally, the next Town Manager will work with property owners to bring a new sense of life to the area, or to redevelop the properties.

The long term will bring other challenges. The known is that around 2035, the Town will need to replace the bridges connecting the Bay Harbor to the mainland and barrier islands. In 2013, the Florida Department of Transportation declared the then 62-year-old spans functionally obsolete. In 2014, the Town invested \$13 million in them to extend their expected useful life another 20 years. While 2035 is 15 years away, the effort to replace the bridges will be an \$80 to \$100 million project in today's dollars. The Town anticipates saving for half the project and bonding the other half. Preparing for the replacement and its cost is an on-going effort that needs to be kept on track.

The unknown challenges are external: hurricanes and sea level rise. As noted, hurricanes do strike the area from time to time. Further, given the Town lies an average of seven feet above sea level, it is vulnerable to climate change. The next Manager will need to work with the Council to identify mechanisms to protect the Town.

The Ideal Candidate

The Town is looking for an achievement oriented, highly motivated leader and manager. The individual will be dynamic and seasoned with a fresh perspective. He/she will have outstanding communication skills and a “can do” attitude. The ideal candidate will keep the elected officials well informed and present them with

recommendations, as well as options. The new manager will earn their trust and be a valued advisor. The individual will have opinions and not be afraid to share them. He/she will treat all the Council Members equally, ensuring they all get the same information at the same time. The Council is not looking for a “yes” man or woman. The selected candidate will be able to say “no” and explain why the answer should be no. That said, he/she will recognize the Council makes the final decision on policy matters and follow its direction when all is said and done. At the same time, the Manager will be adept at dealing with the very few negative residents who sometimes feel they are the sixth council person.

The ideal candidate will have nerves of steel and will always be calm with a sense of humor whether it be in a council meeting or a hurricane. The individual will be visionary yet down to earth and practical—someone who is receptive to criticism with a focus on solving problems and moving on to the next issue. The best candidate will be someone who understands politics but does not get involved. He/she will also realize that giving credit to others is often the best way to get things done.

The ideal candidate will work collaboratively with staff and not by just providing direction and delegating, but by empowering them. Micromanagement will not be a word in the manager’s vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. Getting staff input on matters will be important. Accountability will be critical. The ideal candidate will be someone who is confident and comfortable making the hard decisions and changes that are sometimes required in operating an efficient local government. He/she will also be willing to roll up his/her sleeves and help when necessary.

The individual will be a strategic thinker and planner. He/she will be able to look over the horizon, anticipate future areas of concern, and take actions to resolve potential issues before they become problems.

The ideal candidate will be professional but also friendly and outgoing with an engaging personality. Bay Harbor Islands is a small town, after all, and it is relatively easy to get to know interested residents on a first name basis. Being able to address their concerns is important. Public

speaking ability with a professional presentation style is a must. He/she will be comfortable in the community and interact extremely well with the public. Outstanding people skills will be important. The manager will not be someone who sits behind his/her desk all day and directs traffic. Rather he/she will spend time in public settings, meeting with residents and businesses, listening to their concerns and actively working towards resolving them.

Empathy and sensitivity to people’s needs will be important characteristics of the new manager. While some of the Islands’ residents are extremely wealthy, others, particularly on the east island, are just getting by. The Manager will be expected to address their needs with the same level of concierge service that he/she uses to address the needs of the wealthy. Managers here have a history of driving to residents’ homes to investigate and resolve their issues.

Strong analytical skills will be important, and the next manager will be constantly seeking ways to improve operations and efficiency. The individual will be savvy technologically and seek new processes and technologies to improve the daily workflow. The manager will have a healthy sense of impatience. He/she will expect projects to move and hurdles to be overcome.

Knowledge of, and experience with, intergovernmental relations will be important. Bay Harbor Islands is the proverbial little fish in a very big pond and the next Town Manager will realize it can accomplish a great deal more by building coalitions and working cooperatively with nearby cities, the county, the state and the federal government. Over the past few years, the Town has been very successful in obtaining grants and earmarks. Experience in and an understanding of the importance of obtaining money from other sources to help move the Town’s projects forward will be a significant plus.

The ideal candidate will have a bachelor’s degree in business administration, public administration or another area related to town management. The best candidates will have eight years of experience as a Town Manager or Assistant and expertise in local government finance, public safety, and economic development/redevelopment.

The Town is looking for someone who will view Bay Harbor Islands as a destination and not a steppingstone. Ideally the candidate will stay with the Town for at least five years and preferably 10.

Compensation

The salary range is \$160,000 to \$220,000. Salary will depend on qualifications and experience. Benefits are excellent. The Town Manager will be part of the Town's retirement system unless he/she chooses to opt out.

The Most Recent Town Manager

The most recent Town Manager resigned after 13 years as Assistant Town Manager and 16 months as Town Manager. The prior Town Manager left to become the City Manager of a larger, nearby city after serving 12 years as the Town Manager.

Residency

The Town Manager is not required or expected to live within the Town's boundaries.

How to Apply

E-mail your resume and cover letter to Recruit34@cb-asso.com by June 1, 2020. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Rick Conner at (915) 227-7002.

Internal Candidates

We do not anticipate any internal candidates.

Confidentiality

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, this search may not receive any media coverage until after the semi-finalists are named, and perhaps not even then.

The Process

Applications will be screened between June 2nd and June 29th. Finalists will be selected on June 30th. Ideally, a reception and interviews will be held on July 9th and 10th. A selection will be made then or shortly thereafter.

Other Important Information

The Town of Bay Harbor Islands is an Equal Opportunity Employer and encourages women, minorities, and veterans to apply. A veteran's preference will be awarded per Florida law.

Additional Information

For additional information about the Town visit:

www.bayharborislands-fl.gov

