



City of Coral Gables, Florida

"City Beautiful"

City Manager Position Available — Apply by: July 18, 2014



Welcome to Coral Gables! It is one of the world's premier cities, a place where the community itself is a work of art. In fact, at the 2013 International Awards for Livable Communities held in Xiamen, China, the City won silver in its category (Population 20,001 to 75,000). The award is backed by the United Nations and judged by an international panel of experts who rank communities' efforts to enhance their natural and built environments, foster arts and culture, implement environmental best practices, plan strategically, promote a healthy lifestyle and encourage citizen participation.

The City is seeking an elite manager to lead it into the future. Non-traditional candidates will be considered, be they from the public, private or non-profit sectors. Outstanding business people, educational leaders, healthcare managers, and corporate executives are encouraged to apply. If you are among the top managers in your profession, please read on.

Coral Gables Today

Located on Biscayne Bay just west of Miami, Coral Gables is often described as "mini-urban". Its population of almost 49,400 is nestled in the middle of Miami-Dade County (pop. 2.6M). It is truly the Gateway to Latin America. Four miles north of town lies Miami-Dade International Airport, which is home to 80 airlines serving 150 destinations throughout the world. In 2013, the Airport handled 40.5 million passengers and over two million tons of cargo. The Port of Miami is 10 miles northeast and is home to 31 cruise ships hosting over four million passengers annually. Over 900,000 TEUs (twenty-foot equivalent units, a type of intermodal shipping container) pass through the seaport each year.

Coral Gables is a diverse, cosmopolitan, international city both in scope and reputation. Its daytime population approaches 80,000. Its outstanding quality of life has made it a sought-after location to live, work and play. It is known as a dining mecca with over 120 restaurants offering cuisine from around the world. There are over 1000 hotel rooms within the city limits. More than 20 countries have official representation in the City. The total assessed value for all commercial and residential property was \$11.8 billion in FY 2013 and has been trending upwards gradually since 2010. The business community takes pride in and is supportive of the City.

Coral Gables is largely built out, and most redevelopment is focused on mixed use. Existing housing comes in many varieties ranging from single-family to townhomes, condos, and so on. While home prices are not inexpensive, properties hold their values well in difficult times and appreciate handsomely in good times. The average homesteaded, single-family home's taxable value is \$588,000. The recent recession caused a decline in real estate values, but it had much less of an impact in Coral Gables than in many other communities. A reasonably nice three-bedroom home will sell for between \$600,000 and \$700,000. Schools in the area are excellent; in fact, Carver Middle School is rated as one of the best in the state.

The City's History

Until the early 20th Century, the area known today as Coral Gables was wilderness. Its "first family" arrived in 1898 and was headed by Solomon G. Merrick, a Congregationalist minister. The Merrick family became active in agriculture and soon began selling lots to retired clergy.

George E. Merrick, Solomon's son, took over development in 1921. He expanded the idea into a planned community, one of the first in the country. A champion of aesthetics, Merrick adopted the "City Beautiful" philosophy and



Table I: Climate Data for Titusville

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	76	78	80	83	87	90	91	91	89	86	82	78	84
Average Low °F	60	62	65	68	73	76	77	77	77	74	68	63	70
Precipitation Inches	1.6	2.3	3.0	3.1	5.3	9.7	6.5	8.9	9.9	6.3	3.3	2.0	62.0

Source: The Weather Channel

designed every detail of the future community. The City’s major elements were the wide, tree-lined boulevards; emerald parks; monumental buildings; winding roadways and dazzling civic areas that still exist today. Low-rise, multi-family zoning provided land use buffers separating the elegant single-family manors from the bustling commercial districts. The City’s principal architecture then and now is Mediterranean Revival.

Land sales began in earnest, and within a few years the Merrick sales force consisted of about 3,000 persons. During its peak year in 1925, the team sold \$100 million in property. By then Merrick had spent \$100 million on improvements to the community, and his dream city of Coral Gables was officially incorporated.

In 1925, the University of Miami broke ground on its 240-acre campus. At the time, Merrick predicted that Coral Gables would serve as a gateway to Latin America.

The following year brought a series of misfortunes. Despite the completion of the luxurious Biltmore Hotel and the start of classes at the University of Miami, the City’s economy felt the sting of the statewide land bust. Some months later, the 1926 Miami Hurricane devastated the community and put most of the remaining developers out of business.

During the Great Depression in 1929, Coral Gables actually went bankrupt and did not recover until World War II. During that period, thousands of soldiers came for training and the Biltmore Hotel became an army hospital.

Prosperity continued after the war with rapid population growth, residential development, and the emergence of the Miracle Mile as the City’s showpiece central shopping district. Many veterans attended the University of Miami with aid from the G.I. Bill.

Originally viewed as a desirable bedroom community to the rough and tumble of ol’ Miami, Coral Gables emerged as a commercial hub in its own right in the 1960s and has since continued to flourish.

Demographics

Unlike much of Florida, the City’s population of nearly 48,000 is balanced in terms of age and is not significantly influenced by seasonal shifts. Demographically, the City is 92% Caucasian, approximately half of which are non-Hispanic. Approximately 50% of the households are married couples, and 25% have children under the age of 18. The population spread by age is relatively even. 17% of the population is under 18, 14% is between 18 and 24, 29% is between 25 and 44, 24% is between 45 and 64, and 16% is over 65. The population is highly educated. Over 50% have college degrees and 25% have a graduate or professional degree. The average household income was \$127,000 compared to an average of approximately \$62,000 county-wide.

Climate

Coral Gables has a tropical monsoon climate (Köppen climate classification) with hot, humid summers and short, warm winters and a marked drier season in the winter. The wet season generally begins in May and ends in mid-October. During this period, temperatures are in the mid-80s to low-90s accompanied by high humidity. Much of the year’s 55.9 inches (1,420 mm) of rainfall occurs during this period. Table I provides more detail.

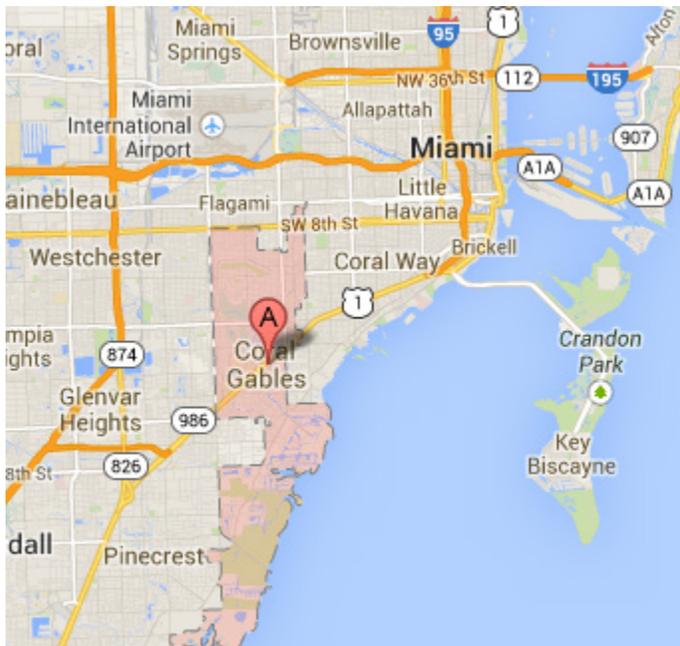
Hurricanes are not common, but they do occur. Most are treated the same way very serious winter storms are in the northern parts of the U.S. Damage can be widespread but is not generally catastrophic (in spite of what you see on the national news media) and is cleaned up in a week or

two. Once every 30 years or so, the area will experience a very serious storm, the latest being Hurricane Andrew in 1992.

Geography

Coral Gables is located near Biscayne Bay on the broad plain running between the Bay and the Florida Everglades. The elevation of the area is approximately 10 feet above sea level. Overall, the City covers 14.3 square miles of land area and spans approximately 12 miles from north to south. Figure 1 shows a map of the City and its proximity to the City of Miami.

Figure I: Map of Coral Gables



Commerce

Coral Gables is the corporate center of the Americas. The City has 6.5 million square feet of prime office space and 4.5 million in the downtown alone. Over 175 multinational companies have made Coral Gables their international, Latin American or regional headquarters. While Latin America is the focus (thus fulfilling Merrick's prophecy), many of these offices are global in reach – over 100 countries are served from corporate addresses in the City Beautiful. A sampling of the multinationals include: Adobe, American Airlines, Apple Computer, the British Broadcasting Corporation, ChevronTexaco Caribbean/Central America, ExxonMobile, HBO Latin America,

Table II: Largest Employers-Coral Gables

Employer	# of Employees
University of Miami	12,969
Bayview Asset Management	1,300
Doctors Hospital - Baptist Health South FL	1,100
City of Coral Gables	800
The Biltmore Hotel	670
Dade County Public Schools	534
Baptist Hospital - Baptist Health South FL	500
Coral Gables Hospital	500
Bacardi USA	460
HBO Latin America	330

Source: Coral Gables 2013 CAFR

IBM, the Wall Street Journal, and Yahoo! Inc. In sum, the City hosts 3,800 businesses (with combined sales in excess of \$98 billion) and over 40,000 employees (with a per capita income of \$60,000).

The City has \$1.1 billion in retail sales generated in nine retail clusters with two million square feet and another 600K square feet in the pipeline. The City's largest employers are listed in Table II.

The Government and Its Services

Overall, the City's residents love their community and are very pleased with the quality of the services they receive. They expect and are satisfied with only the best. As a result, the City goes out of its way to take care of its residents and does an extremely good job of providing the essential services. For example, trash is still collected from the backyard, and it would not be wise to suggest that money could be saved by moving to curbside pick-up or by contracting out the service for single-family homes. (The City has, however, contracted with Waste Management for multi-family waste pick-up.)

The City utilizes the Commission-Manager form of government with a Commission composed of five members. The Mayor serves a two-year term and the Commissioners serve staggered four-year terms. They are elected at-large on a non-partisan basis and are term

limited. The Mayor can serve up to four consecutive terms and the Commissioners, two terms. Elections are held on the second Tuesday in April of odd-numbered years. The Mayor's seat as well as two Commissioner's seats will up for election in 2015. Historically, the Commission has been stable with most Commissioners serving both terms. The Commissioners tend to be long-time residents, and most have known each other for years. Overall, they work well together, and while debates can be spirited, they generally operate in a collegial manner. The Commissioners have high regard for the City's staff and are quite pleased with the work and quality of the service it provides.

Coral Gables is a full service city with just under 800 employees (down from 875 in 2008). Services include building and zoning, police, fire/EMS, parks and recreation, public works, trolley service (which is highly successful), historic resources (preservation and museum), two golf courses and a City-owned country club. It should be noted that the Fire Department is a Class 1 and that the Police and Parks & Recreation Departments are both fully accredited. The City has also been recognized nationally for its Emergency Management programs. Utilities are, for the most part, provided through the County.

The General Fund budget is \$120 million and the total expense budget is \$163 million. The capital budget is \$19.7 million, and the City has \$95 million in outstanding debt. Approximately 70% of the General Fund Budget is personnel cost. As of fiscal year ending 2013, the City had a combined fund balance of \$86 million.

The staff is talented and dedicated. They take pride in what they do and have very high expectations for the organization. Some in the community have said that if awards were given in local government for the best supporting actor, this staff would win hands down. The City has three bargaining units: police (FOP), fire (IFFA) and general employees (which recently joined the Teamsters). The contracts for all three groups expired on September 30, 2008, and negotiations are on-going.

The City has also been unusually active and creative in the realm of public-private partnerships. For example, the City owns the Biltmore Hotel and contracts with a private contractor to operate it. In return, the City receives 3.5% of the gross. Another example is the Gables Grand. In that case, the City owned the land and leased it to the developer

for 99 years. The result was 200 market-rate rental housing units on top of a developer-financed public parking garage with 550 spaces and ground floor retail. The City also has a 20-acre public/private mixed-use development anchored by Neiman Marcus and Nordstrom approximately one mile south of the downtown. There are others and more to come.

The Challenges and Opportunities

Coral Gables is in relatively good condition overall but is not without its challenges. Probably the biggest cloud on the horizon is the City's pension. In 1980, the City's pension was funded at 105%. It is currently funded at 47%. Actions have been taken to right the ship and if the current planning assumptions hold, the pension will correct itself over time. If they do not, the City must be prepared with a contingency plan.

The second challenge is the execution of the capital improvement programs the City has planned for the future. These programs are focused on projects that will enhance the City's infrastructure and beauty. One project is the upgrading of the Miracle Mile in downtown. In addition to improving and renovating the infrastructure, the City plans to add thousands of trees and cultivate 250,000 orchids within those trees. Additional parking will be necessary. The City has two parking garages in the downtown area. Utilizing them (and the land they sit on) effectively is part of the solution to the parking issue.

The third challenge is working with the development community to continue redevelopment of Coral Gables. Being a highly desirable community, top-quality developments come to the City. The City must continue to make developers feel welcome and assist them in bringing their projects to fruition. Some very significant projects are nearing construction, such as the \$700 million Old Spanish Village mixed-use development. The Manager and staff must maintain the City's high standards and ensure the coming developments enhance rather than adversely impact the quality of life enjoyed by residents.

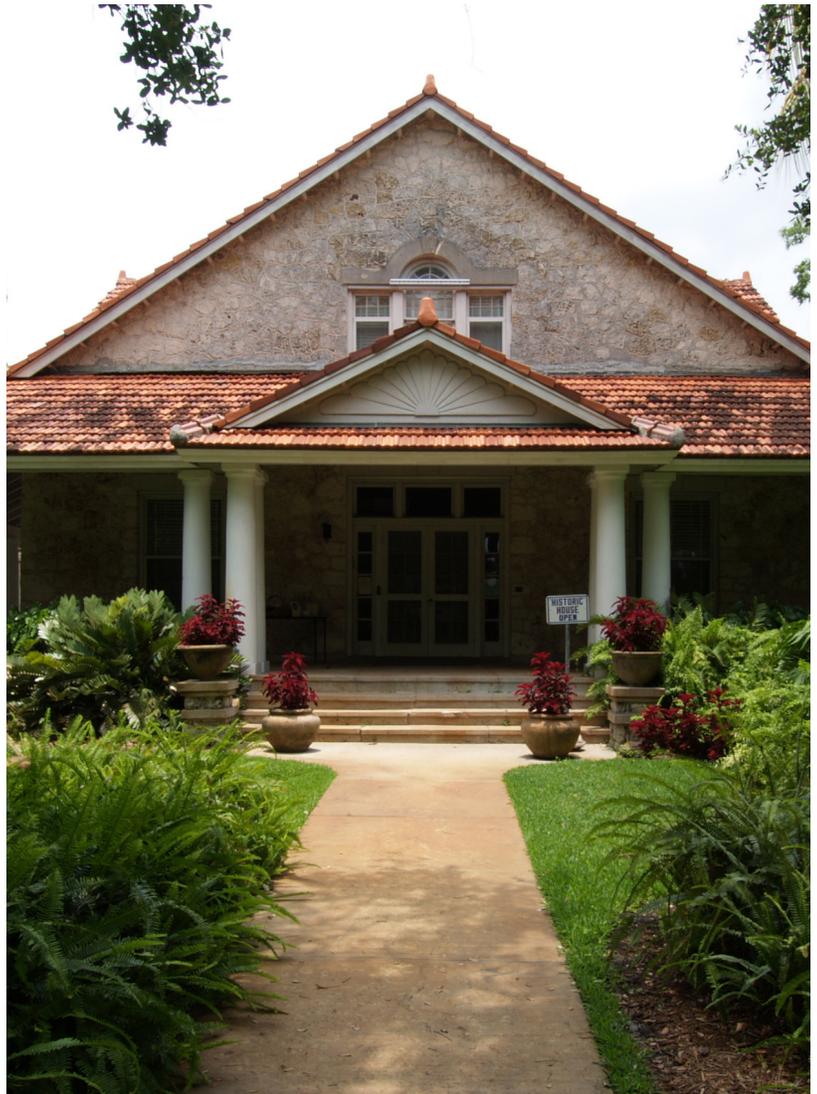
The Ideal Candidate

Coral Gables expects its next manager to be truly exceptional. He or she will be an outstanding strategic, global and forward thinker. The individual will be a leader

and manager who can work effectively in a local government organization which depends on accountability and transparency. He or she will keep the members of the Commission equally informed and partner with them to make Coral Gables the best it can be. The individual will either already understand the internal workings of local government or be a quick study. Further, he/she must be able to anticipate and prepare for the effects that changes in the external environment will have on the community and the government.

The next Manager will be of the highest integrity and have top-notch people skills. He or she will be an extraordinary communicator, someone who is equally comfortable talking to Fortune 500 CEOs, residents young and old, the press, and field staff. The individual will be highly visible, becoming involved in the community, walking the streets, visiting businesses and attending community meetings. The Commission is looking for a role model – someone who will lead by example and possess the highest degree of professionalism, honesty and morality while expecting the same from his/her staff. The individual will be proactive and tough but play well with others. By the same token, he or she will be human, accessible, approachable, open and have a sense of humor.

The ideal candidate will be someone who is intelligent and inclusive. The individual will set and maintain high standards. He or she will be a leader, someone who works with the staff to visualize a better future, who sets goals and then steps back so the staff can exercise its judgment and determine how to achieve those goals. The Manager will be comfortable delegating and mentoring. He or she will take pride in developing the staff and in encouraging them to be creative. He/she will also recognize that creativity involves risk and that not every effort will be successful. Staff members will need to know they can take reasonable risks and not be punished if the effort fails. At the same time, the new Manager will expect results and hold people accountable.



Morale will be important to the individual, and he or she will lead in a way that is conducive to keeping morale high. He/she will understand that the key to outstanding leadership is in finding ways through positive motivation to have the staff seek to be the best and to reach for the stars. The ideal candidate will explain to the staff why it is in its best interests to proceed in a given direction as opposed to simply ordering them to go forth in that direction.

The next Manager will be the kind of person who can quickly win the respect of the community, staff and elected officials. The individual will be a strong manager and an expert in reading the tea leaves about where the Commission is heading. The challenge for someone without prior government experience will be learning to work for five bosses with different opinions and help bring them to consensus in a very public setting. At the same time the new manager must adhere to the provisions of the Coral Gables City Charter dealing with the respective roles of the City Commission and the City Manager. If the Commission appears to be leaning towards an unwise decision in a public meeting, the Manager will, with diplomacy, present the facts and rationale for selecting a better option.

Outstanding customer service will be something the next Manager cherishes. The Coral Gables community is high-end and expects the best. The Manager will recognize that not every customer is right but will expect that everyone coming to City Hall will be treated with dignity and respect. If the City cannot do what the resident wants, the Manager will respond with a good explanation of why, and to the degree possible, suggest an alternative means for reaching the desired end.

Problem-solving skills will be important, as will encouraging the staff to develop those skills and be proactive. While the City is in good financial shape, the Manager will always be looking for ways to improve operations. He or she will be someone who asks “why” and does not accept the status quo. The ideal candidate will be adaptive and receptive to change.

When the Manager speaks, the Commission, staff and residents should know that the words reflect his or her honest, unvarnished, and candid opinion. The individual will not be afraid to speak truth to power. However, once the Commission makes a decision and the discussion is

over, the Manager will do his/her very best to implement that decision. He or she will be politically savvy but not politically involved. The individual will know that counting to five is the right thing to do and that counting to three is not an option.

The ability to anticipate the future, understand where the landmines are, and then chart the optimal course will be critical. Consequently, strong skills in consensus- and team-building are essential. Patience will also be a virtue in Coral Gables. Change often needs to be carefully charted and slowly implemented.

The next Manager will have a history of achievement and success. Coral Gables prides itself on the ability to build public/private partnerships, and the best candidates will have a demonstrated track record of success in this area or show those character traits that are needed in partnership building. The individual will understand the City’s resources and how to respond to parties in an appropriate manner. Finely honed financial skills are expected.

The individual will be someone who works with the unions to achieve reasonable benefits at a reasonable cost and to insure their member have their pensions when they retire. This will require some give and take on the part of both parties, but it will need to be done in a respectful and (to the degree possible) non-adversarial manner.

The best candidate will also recognize the important role this community can and should play on regional and state issues. He or she will also have a firm grasp of information technology and its applications and will be able to anticipate issues and opportunities and inspire his or her staff to be proactive and resourceful.

The ideal candidate will have experience in economic development or be able to utilize City staff and consultants to produce results in this important activity. The individual will have worked in a community of at least 40,000 in an urban setting with its own thriving downtown, in a community with a university, and an understanding of and the ability to operate in a culturally and politically diverse environment like Miami-Dade County. A command of planning, zoning and building processes is a strong plus.

For someone coming from another discipline, the ideal candidate will be someone who has created/led a highly respected, cutting-edge organization of at least

400 employees. Proficiency in Spanish is not at all required but would be a valuable asset. Obtaining and managing grant funds for projects for the City is an important staff function

A Bachelor's degree is required and a Master's degree is preferred. The ideal candidate will have at least ten years' experience as a top-level manager. Outstanding business people, governmental managers, educational leaders, healthcare managers, and corporate executives are encouraged to apply. In addition, the individual must recognize the importance of history and tradition while being able to weave in new, state-of-the-art processes into the municipal work program to enhance service delivery and operations. He or she must also understand the importance of celebrating the City's many successes publicly and be versed in the art of honest and effective communication. Furthering the City's outstanding image and maintaining its impeccable reputation will be critical to the next Manager's success.

Compensation

The City is looking for only the best and will provide compensation commensurate with ability and experience. As noted, the City is interested in considering non-traditional candidates and recognizes that hiring great candidates can be costly. City benefits are excellent.

Internal Candidates

No internal candidates are expected to apply. Rather, the staff and City Commission are yearning for a dynamic, focused and creative leader that exudes professionalism and integrity. It is thus committed to assisting this search in every way possible. They truly want the best person to lead and guide what they believe is one of the very best cities in America. In other words, they also want an elite manager.



Prior City Managers

The City Manager's Office has been reasonably stable with three managers in the last 25 years.

Residency

Residency in the City after appointment is preferred but not required.

How to Apply

Email your resume and a letter of interest stating why the applicant feels he/she should be the next Coral Gables' City Manager to Recruit33@cb-asso.com by July 18, 2014. Faxed or mailed resumes will and resumes that are not accompanied with letters of interest will not be considered for interviews. Questions should be directed to David Collier at (772) 260-1858 or Colin Baenziger at 561-707-3537.

The Process

Candidates will be screened beginning July 19th. The City Commission has established a City Manager Selection Advisory Committee to assist them in the process. On July 31st, CB&A will provide the City Clerk with a list of 15 candidates who we recommend be considered for

interviews. At that point all of the 15 names will become public record and be posted on the City's website.

The Citizens Committee will meet on August 15th to pare the list down to about 5 candidates. These individuals will be scheduled for interviews by the Committee on August 22nd. Any travel expenses incurred by candidates will be reimbursed by the City. Interviews with the City Commission are anticipated to be on September 12th and 13th with a selection made shortly thereafter.

Other Important Information

If you would like to view Coral Gables' presentation at the International Awards for Liveable Communities, please follow this [link](#).

Under the Florida Public Records Act, all applications are subject to public disclosure. The City is an Equal Opportunity Employer and minorities are encouraged to apply. A Veterans' Preference will be awarded if applicable and per Florida Statute.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

City Manager Position | Coral Gables, Florida

