



Miami Springs, FL

(Population 13,800)

Covering 3.2 square miles “in the heart of it all”, Miami Springs is one of Florida’s best kept secrets. It is surrounded by interstates and located in the center of Miami-Dade County. Combining its small town flavor, a great location – less than 10 miles from downtown Miami – and family-oriented civic amenities, including parks, racquetball and tennis courts, golf course, municipal pool and brand-new community center and theater, Miami Springs has been and will continue to be a highly desirable bedroom community. For the most part, it is composed of single-family dwellings. Some limited apartments exist and the City has an historic downtown area of professional offices, restaurants and small retail stores. In other words, unlike many of its neighbors, Miami Springs has not gotten caught up in the development boom of multi-story modern condominiums, offices and retail properties. The bottom line is it is a great place to live and raise a family.

If that is not enough, nearby Miami and Fort Lauderdale have much to offer. Both have numerous cultural venues – museums, theaters, festivals and the like. The shopping is outstanding. The Atlantic Ocean and all its attractions and activities are just 12 miles to the east. If you like to travel, as noted the Miami International Airport is right next door, Fort Lauderdale International is 40 minutes north and the Port of Miami, from which many cruise ships depart, is 20 minutes to the southeast. If you prefer night life, the world renowned South Beach venue is 20 minutes to the southeast and Fort Lauderdale’s Las Olas Boulevard is 40 minutes north.

Homes are reasonably priced. Something modest (1,200 square feet) can be purchased for \$150,000 and a larger, very nice home can be had for \$300,000 to \$400,000. Of course you can spend a great deal more

if you like – some homes sell for over a million dollars. The vast majority of lots are 75 feet by 125 feet. The City has three elementary schools, one middle school and one high school. All are quite good. Numerous institutions of higher education (the University of Miami, Florida International, Barry University to name but a few) can be found within a relatively short drive. The City also has its own 18 hole golf course covering 217 acres, a senior center, community center, three soccer and baseball parks and dog parks. The City is proud of its cultural diversity and heritage.

History

Miami Springs was founded by aviation pioneer Glenn Hammond Curtiss (aka, “The Father of Naval Aviation”) and the James Bright, during the land boom of the 1920s. It was originally named Country Club Estates. Along with other Miami suburbs including Coral Gables and Opa-locka, it was one of the first planned communities in the state. Like its counterparts, Miami Springs was intended to reflect a particular architecture and ambiance. Pueblo Revival, developed in the southwest and primarily New Mexico, was selected. Other buildings incorporated Mission style design. In fact, the original Hotel Country Club was designed to resemble a Pueblo village. Shortly prior to incorporation in 1926, the City was renamed after nearby spring that provided parts of Miami with fresh water until the mid-1990s.

Given its founder’s involvement in aviation and its proximity to Miami International Airport (MIA), the City fortunes have been intertwined with the commercial air traffic. As MIA became a hub and crew base, many employees of the airlines and supporting industries called Miami Springs home. At one point, nine out of ten of the community’s workers were employed by the airlines. That brought a great deal of prosperity to the city but it also came at a cost. The City was vulnerable to industry downturns. In 1991 both Eastern Airlines and Pan American collapsed suddenly leaving many Miami Springs residents unemployed and unable to afford living in the neighborhood. Given that the

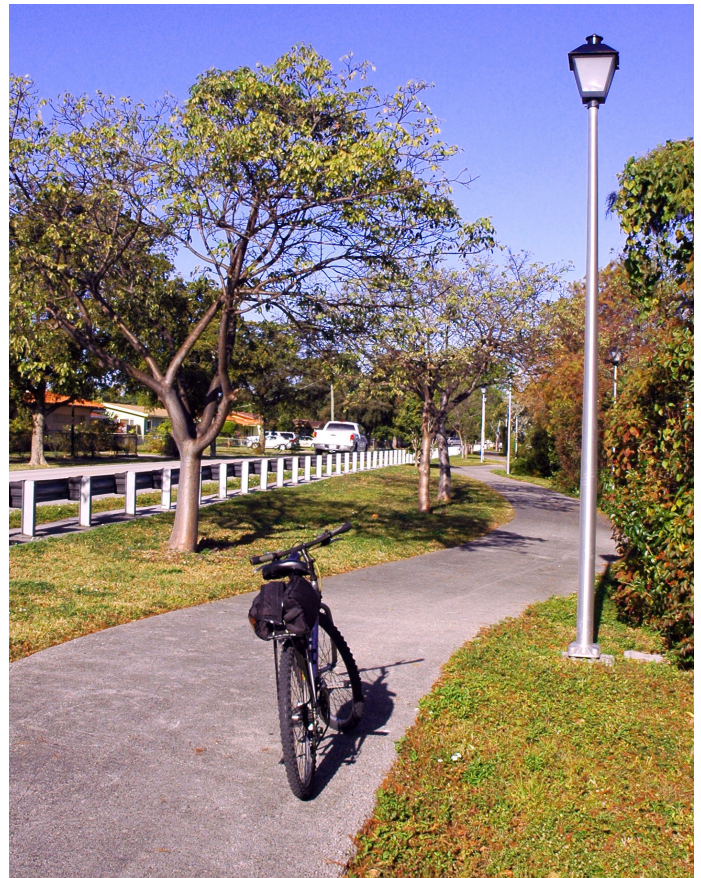


Table I: Miami Springs Climate Data, 1981-2010 Normals

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year |
|-----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Average High °F | 76.1 | 77.9 | 80.1 | 83.1 | 86.7 | 89.2 | 90.6 | 90.7 | 89.0 | 85.9 | 81.5 | 77.6 | 84.0 |
| Average Low °F | 59.8 | 62.1 | 64.7 | 68.1 | 72.6 | 75.8 | 77.1 | 77.2 | 76.3 | 73.3 | 67.9 | 62.8 | 69.8 |
| Rainfall Inches | 1.6 | 2.3 | 3.0 | 3.1 | 5.4 | 9.7 | 6.5 | 8.9 | 9.9 | 6.3 | 3.3 | 2.0 | 61.9 |

Source: NOAA (National Oceanic and Atmospheric Administration)

businesses in Miami Springs had always relied upon the large disposable incomes of the employees of the large airline carriers, the bankruptcy of both corporations in the same year created a chain reaction and many small businesses closed their doors.

Nonetheless, Miami Springs has remained a strong residential community. It is perceived as being an island of tranquility isolated from the turbulence of the rest of Miami-Dade County.

Climate

Miami Springs has a tropical monsoon climate with hot

and humid summers and short, warm winters, with a marked drier season in the winter. With January temperatures averaging 67.2 °F, winters are mild. Lows sometimes fall below 50 °F, but rarely below 35 °F. Highs generally range between 70–77 °F. The wet season begins in May and ends in mid-October. During this period, temperatures are in the mid 80s to low 90s and accompanied rain resulting in high humidity. Much of the year's 55.9 inches of rainfall occurs during this period.

Hurricane season officially runs from June 1 through November 30 and the most likely time is mid-August through the end of September. See Table 1 above.

Table II: Principal Employers

| Rank | Entity | No. of Employees | Percent of Total |
|------|----------------------------------|------------------|------------------|
| 1 | Miami-Dade County Public Schools | 48,571 | 3.82% |
| 2 | Miami-Dade County | 29,000 | 2.28% |
| 3 | U.S. Federal Government | 19,500 | 1.53% |
| 4 | Florida State Government | 17,100 | 1.34% |
| 5 | University of Miami | 16,000 | 1.26% |
| 6 | Baptist Health Systems | 13,376 | 1.05% |
| 7 | Jackson Memorial Hospital | 12,571 | .99% |
| 8 | Publix Supermarket | 10,800 | .85% |
| 9 | American Airlines | 9,000 | .71% |
| 10 | Florida International University | 8,000 | .63% |

| | | |
|---------------------------|---------|--------|
| Total Principal Employers | 183,918 | 14.46% |
|---------------------------|---------|--------|

Source: 2011 Miami Springs CAFR from the Beacon Council

Business

Even with its charming downtown, Miami Springs is predominantly residential and 63% of the homes were owner-occupied according to the 2010 Census. Residents tend to work outside the City. The principal employers in the County are listed in Table II on page 3.

Demographics

Miami Springs' population tends to be older with a median age of 42.5. It also includes more people of retirement age than many places in the United States as can be seen from Table III on page 5.

While the community is a little over 93% white, it is not without diversity. 71% of the community is Hispanic or Latino, 45% of which are of Cuban heritage.

The City's population is relatively well educated. For example, the percentage of those over 25 without a high school diploma is 11% and the percentage with at least a Bachelor's degree is 31% (the U.S. average is 24%). The median household income was \$61,636 which was 41% higher than Miami-Dade County as a whole.

The Government

City government is overseen by five elected officials: a mayor and four council members. The government is the traditional Council-Manager form and all of the elected official have an equal vote in decision-making. They are elected at large and all stand for election at the same time every two years. The next election will be in April, 2013. As chief administrative officer, the city manager oversees approximately 126 full-time and 110 seasonal or part-time employees among nine departments: Police (43 sworn officers and



Table III: Population by Age

| Age | Number | Percent |
|----------|--------|---------|
| Under 10 | 1,547 | 11.2 % |
| 10-20 | 1,647 | 11.9 % |
| 20-30 | 1,468 | 10.6 % |
| 30-40 | 1,722 | 12.5 % |
| 50-60 | 2,314 | 16.8 % |
| 50-60 | 2,098 | 15.2 % |
| 60-70 | 1,285 | 9.3 % |
| 70-80 | 882 | 6.4 % |
| Over 80 | 846 | 6.1 % |

| | | |
|-------|--------|------|
| Total | 13,809 | 100% |
|-------|--------|------|

| | |
|------------|------|
| Median Age | 42.5 |
|------------|------|

Source: 2010 Census

11 civilians), Public Works (38), Culture, Recreation and Golf (10), General Government (19 and composed of Finance, Information Technology, Personnel, Planning and Elderly Services) and Building and Code Compliance (5). The city manager is assisted by a city clerk, and the services of the city attorney are available on a retainer basis.

The City's assessed value is presently approximately \$905 million which is down from the high \$1.123 billion in 2007 but still 35% higher than it was in 2002. While property values are not dramatically appreciating as they once were, they were up very slightly this year over last year. That is an improvement over the prior three years where values declined a total of 20%. The City's general fund budget for FY 2011-2012 is \$14.142 million and the total budget is \$18.646 million.

The Public Works Department

The mission of the Public Works Department is to be "...committed to providing the residents and visitors

of Miami Springs with exceptional infrastructure, maintenance and engineering services delivered in a timely and cost effective manner. We are dedicated to our vision and core values." The Department is composed 38 employees in of five divisions: Administration (with 4.5 employees and with budget of \$398,468), Streets/Street Lights which maintains the right-of-ways, alleys, bike paths, signage and street lights (2 employees and a budget of \$302,388), Public Properties which maintains all the green spaces in the public right of ways including the trees (16.5 employees and a budget of \$1,011,097), Building Maintenance which maintains all city buildings, monuments and park benches (one employee and a budget of \$195,382) and Fleet Maintenance, maintains all city vehicles (done through contractual services with a budget of \$26,000), and Sanitation which collects garbage and bulk pick-ups from over 4,300 residential properties throughout the City (13 employees and a budget of \$2,249,126).

The Department also oversees the Road and Transportation Fund which receives its funding from the Peoples Transportation Tax. The 80% of funds are to be used for roadway and right-of-way maintenance and equipment, drainage, street lighting, traffic signs, engineering, signalization, pavement markings and so on. 20% of the funds are to be spent on transit related projects such as bus service, shelters and transit related infrastructure. ADA compliance is included in both elements. Its total budget is \$740,579 and includes one employee. Trees are very important to this community - over 17,000 dot public space. That is a density of 5,313 trees per square mile and again, all are in public space. The employees are sincere and dedicated to their jobs but have need leadership.

The Challenges

While Miami Springs does not have the financial challenges to the degree many other cities do, the next Public Works Director will not be bored. Aside from overseeing the regular day-to-day operations,

the individual will be expected to: (1) improve the morale, and (2) improve operational efficiency.

The Ideal Candidate

The City is seeking a motivated, experienced, and proactive leader. The individual will not just focus on the day-to-day but will look into the future and assist the City in planning for a better tomorrow. The director will recognize that while the primary role of the Public Works Department is to keep the City clean and attractive, it is also to represent the City to its residents. Customer service is an important part of this job and the next director will understand that. He/she will have outstanding communications skills and be able to communicate complex ideas as easily to a day laborer as to a company executive. The ideal candidate will be someone who is responsible, sets high standards, and holds his/her staff accountable. The individual must have a good sense of humor, be personable, and bring out the best in his/her employees. She/he will also be a working supervisor – someone who is not afraid to get her/his hands dirty and to work with employees in the field. By the same token the individual will maintain a professional distance – while working with the staff, he/she will not be one of the boys. The next Public Works Director will encourage teamwork and build the Department into a team.

The next Director will have and excel at all the basic skills a director needs: management, budget, project oversight and human resources as well as having a sound understanding of the technical aspects of a public works operation. The individual will be comfortable making presentations to the Mayor and City Council.

The ideal candidate will possess Bachelor's degree, preferably in Administration or Engineering. He/she will have ten years' experience in public works operations and five years in a managerial role. Additional experience may be substituted for the

educational requirement.

Compensation

Salary commensurate with experience and the salary range is \$70,000 to \$90,000. Benefits are very good. The City has its own pension system.

Residency

Residency within the City's boundaries is not required.

How to Apply

E-mail resume to RecruitSeven@cb-asso.com by June 29, 2012. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537. Applicant materials sent to the firm via regular U.S. mail or facsimile will not be considered.

The Process

The firm will conduct a preliminary screening during the week of June 30th – July 6th and then refer the strongest applications over to the City to complete the process. Selection is anticipated to be made in July.

Other Important Information

Miami Springs is an equal opportunity / Drug Free Workplace employer. Under Florida law, all applications are a public record and subject to disclosure. As a practical matter, the press is not likely to take any interest in this recruitment and hence applications will likely be essentially confidential. A veteran's preference will be awarded if applicable and according to Florida Law.

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING