



# Miramar, FL

Apply by June 14, 2013

Welcome to Miramar, City of Beauty and Progress! Located in south Broward County, FL, Miramar has been home to explosive growth and incredible progress over the last several decades. With boundless potential and a strong economic base, Miramar is a jewel of an opportunity for any municipal management professional.

The City of Miramar covers 31 square miles and is immediately north and adjacent to Miami-Dade County. It is shaped a bit like an elongated mirror image of the state of Oklahoma and covers three quarters of the width of the County. The City begins on the County's western boundary and stretches well into the eastern half of the county. Pembroke Pines lies to the north, Hollywood to the northeast, West Park to the east, and, as noted,

Miami-Dade County to the south. With portions of the major interstates I-75 and the Florida Turnpike running through the City, as well as its proximity to two major seaports (Port Everglades and Port of Miami are each within 22 miles of the City) and two major international airports (Ft. Lauderdale/Hollywood International Airport and Miami International Airport are roughly a 20 minute drive from the City), it is perfectly positioned to be an economic powerhouse.

With a suburban style community, Miramar is a great place to live. 70% of the land within its boundaries is residential and a broad, diverse array of housing is available that will fit within everyone's budget. The Florida housing market is still on the rebound and a standard 3-bedroom / 2-bath home can be purchased for \$175,000-\$275,000



depending on square footage and location. More upscale living is available for \$300,000 and up. The overall cost of living in Miramar is slightly above the national average, with estimates ranging from 1% to 20% depending on which source you access. The City's park and recreational facilities are outstanding. It has 45 parks covering 640 acres including two aquatics centers and numerous playing fields.

The City's schools are excellent. Both Miramar's high schools, Everglades High School and Miramar High School, earned "A" grades on the State FCAT for the past two years. Furthermore, the latter boasts two magnet programs that draw students from across the County: an International Baccalaureate program and an aviation program in partnership with local colleges. Athletic programs are strong as well—Miramar High won the State Championship in football in its class in 2009. The programs also boast famous alumni such as Geno Smith and Stedman Bailey, drafted by the New York Jets and St. Louis Rams respectively in this year's NFL Draft. Another item of note is several Miramar High students with an interest in engineering recently teamed with a teacher to design a world-record setting electric car which they named "The Black Pearl" in honor of another famous Miramar High alum, Johnny Depp.

Opportunities to attend professional sporting events are plentiful. The NBA's World Champion Miami Heat play within a short drive from the City. If professional football or baseball is more to your liking, the Miami Dolphins and Miami Marlins facilities are also both located nearby. For the college fan, prominent college football, baseball, and basketball programs are located a short drive away and include the storied University of Miami as well as Florida Atlantic University and Florida International University.

Cultural attractions are plentiful and growing.

The City has a Cultural Arts Center which features upcoming performances in the fields of jazz music, dance, and others. The City is also considering plans for two additional amphitheaters on either end of the City, which, if constructed, would give Miramar the potential to be the second largest cultural center in the state of Florida in terms of seating capacity.

But if that is not enough, the City's proximity to other major tourist attractions and travel hubs creates ample opportunity for excitement, recreation, and rest. Many internationally recognized vacation hotspots (both nearby and otherwise) are easily accessible. Some of the best beaches in the world lie along Southeast Florida's



coast and opportunities for other water sports (such as sport fishing, diving, and boating) abound. Almost four million cruise ship passengers pass through each of the two aforementioned ports annually. Orlando with its many theme parks (including Walt Disney World, Universal Studios, SeaWorld and LEGOLAND), is just three and a half hours north. If you want to travel nationally or internationally, the previously mentioned nearby international airports are excellent jumping off points.

In 2008, Money Magazine recognized Miramar as one of the country’s best small cities to live in. It is, needless to say, an excellent opportunity for any municipal management professional – a great place to put down roots, to work, and to participate in taking a City to the next level. We invite you to apply!

### History

The Broward County area’s first residents were small groups of hunter-gatherer Indians which lived in the swampy marshland. The first known settlement in the area was the small village of Tequesta to the north, which was probably only a few centuries old when the Spanish arrived in the Americas in the mid-1500s. The Florida territory exchanged hands twice between the British and Spanish in the late 1700s. It was around this time that the area’s recorded history of the area began.

The first Europeans settled in the area in 1790. The United States purchased the Florida Territory from Spain in 1821, and Colonel James Gadsen performed the first survey of the county in 1825. Additional settlers slowly followed and the population began to grow – although little of note occurred for the next 100 years.

In 1953, A.L. Mailman bought the property that became

Table I: Miramar Population Growth

Census	Population	% Increase
1960	5,465	---
1970	23,973	339%
1980	32,813	37%
1990	40,663	24%
2000	72,739	79%
2010	122,041	68%

Source: U.S. Census

the beginning of the City of Miramar. His concept was to form a small bedroom community to serve as an adjunct between Miami and Fort Lauderdale. He built 56 homes that all quickly sold. The City of Miramar incorporated on 1955, and its population was roughly 200. Since that time, as can be seen from Table I, the growth has been explosive.

Fortunately, Miramar’s early leaders had an inkling of Miramar’s potential. Instead of allowing the chaotic early growth that characterized many high growth cities, they instituted a Comprehensive Plan in 1972 that created strict planning and zoning ordinances. As a result, the City grew in an orderly way and the results are obvious today.

### Climate

Miramar features a tropical rainforest climate without a great deal of seasonal variation in temperature. Average monthly temperatures are always above 66°F and average monthly precipitation is above 2.39 inches.

Table I: Climate Data for City of Miramar

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	75	77	79	82	86	89	90	90	89	86	81	77	83.4
Average Low °F	57	59	62	66	71	75	75	76	75	72	66	60	67.8
Precipitation in Inches	2.6	3.4	3.6	3.5	6.2	9.8	7.4	8.0	9.4	6.4	3.9	2.4	66.6

Source: The Weather Channel



While rain does fall in winter, the majority of precipitation is received during the summer months. See Table II on page 3.

The hurricane season is between June 1 and November 30 with major hurricanes most likely in September and October. It should be noted, though, that hurricanes are not a regular occurrence and very few result in serious injury although property damage can be significant. Further, if you are more than 50 miles from the center, the winds are likely to be intense but not destructive. The most recent storms that directly affected the City were Hurricane Katrina and Hurricane Wilma, both of which occurred in 2005.

## Demographics

As has been previously noted, Miramar is a rapidly growing city. While the growth is expected to continue, particularly when the recession ends, it cannot be maintained at the current rate over the long term. Available land is limited and the build-out population is anticipated to be approximately 150,000.

Overall, Miramar is a relatively young city with a median age of 33.6 (which is well under the national median of 37.2). Fully a third of the population is under 20, 28.5% is between 20 and 40 years of age and 28.8% is between 40 and 60. Unlike many Florida cities the percentage of retirees is relatively small. Only 10.6% of the population is over 60.

The City of Miramar prides itself in its diversity, and many of its citizens are very proud of their Caribbean and Latin American heritage. The City's population is 45.7% African American, 41.0% Caucasian, 5.2% Asian, and the remainder being composed of other races. In terms of



ethnicity, Hispanics represent 36.9% of the population across all races.

The 2010 Census estimated the median household income is roughly \$64,767. Approximately one quarter of those over 16 years of age were employed in Educational Services, and Health Care and Social Assistance, 13% in Retail Trade, and 11% in Professional, Scientific, Management, Administrative and Waste Management Services. The remainder are scattered over other categories, none of which exceeded 10%. Construction, traditionally one of Florida's economic drivers, employed only 3.8% of the workforce. The City's unemployment rate was estimated to 6.2% in February of 2013.

Educationally, of those over 25 years of age, slightly more than 10% have not graduated from high school. Approximately 25% stopped their formal education with a high school degree. 32% have some college or an associate's degree while 21% have a college degree and 12% have an advanced or professional degree.

## Commerce

The City of Miramar has always nurtured a very strong economic base. The City has the offices of many Fortune 500 companies within its City limits, as well as many "Mom and Pop" start-up businesses. The principal employers are listed in Table III.

The City has a significant commercial and industrial presence,

Table III: Principal Employers in Miramar

Rank	Employer	# of Employees
1	City of Miramar	958
2	Premier Beverage	583
3	Comcast of South Florida	570
4	Humana Medical Plans	538
5	Royal Caribbean Cruises	479
6	Quest Diagnostics	469
7	Carnival Cruise Lines	463
8	Caremark Miramar Pharmacy	450
9	Southern Wine & Spirits	420
10	Interactive Response Technologies	375

Source: Miramar 2012 CAFR

including some 15 million square feet of commercial space, 9 million square feet of flex-industrial, 3 million of office and 3 million of retail. It hopes to increase these numbers and to further diversify its economy, thereby enhancing job opportunities for residents and expanding its tax base. The City does have untapped land in the western part of the City which offers opportunities for accomplishing this goal. Its housing stock is also a positive factor in attracting business as housing is available for everyone from the corporate president to the lowest paid employee.

## The Government

Miramar operates under a Commission/Manager form of government. The Commission consists of a Mayor, Vice Mayor, and three Commissioners. The Mayor and all the other Commission Members are directly elected on an at-large basis. The Vice Mayor is selected by the body from among its members. All serve staggered four-year terms, with the elections falling in March of odd numbered years. In March of 2015, the Mayor and one Commission seat will be up for election. Miramar does not have term limits. The Commission is a mix of well tenured members and new blood. Within the next two years, the current Mayor will be the longest serving Mayor in Miramar's history, while the newest commissioner was elected this past March. Although they do not agree on everything, all are genuinely interested in making Miramar the best it can be.

Miramar provides a full range of municipal services and has approximately 960 employees. Of those, per the 2012 CAFR, 269 FTEs were in the Police Department, 155 in Fire Rescue; 53 in Public Works; 62 in Water and Wastewater Treatment, and 108 in Community Services and Recreation. The remaining employees are spread over the other key departments. The City also provides



a wide variety of community and cultural events through its Cultural Arts Center. A third party contractor provides the City's sanitation services and the City of Hollywood provides some of the utility service to eastern Miramar.

The City is financially sound although resources have been stretched the past few years and some further belt tightening is anticipated in the future. The ad valorem tax base revenues have decreased as the economy has slowed. Fortunately, the City has historically been fiscally conservative and responsible even during the boom years so the economic situation is not dire. A five-year employee attrition plan is currently being considered in order to reduce expenditures, but further efforts will likely be needed in upcoming years. The Total Budget for FY 2013 is \$197.2 million with the Net Operating Budget being \$157 million. The General Fund Budget is \$108.9 million and the Capital Budget is \$9.1 million. As might be expected, Police and Fire (at a cost of \$61.3 million) compose more than half the General Fund Budget. Utilities total \$20.1 million. No other single budgetary category is over \$10 million.

The City's current total assessed property value was approximately \$4.4 billion in 2004 and grew to \$9.3 billion in 2008. It then declined to approximately \$6.3 billion in 2011 and has remained virtually unchanged since then although a small increase occurred this past year. The City's millage rate in 2004 was 6.870 and declined to 5.2975 in 2008. It then went to 5.4797 in 2009 and to 6.4654 in 2010 where it has remained. The City has three unions: the Fraternal Order of Police, the International Association of Firefighters and the General Association of Miramar Employees.

## The Challenges

The City financially has been well managed in the past and has not suffered as significantly as other municipalities during the economic downturn. That being said, financials needs vs. financial resources will be one of the principal challenges the next City Manager will face. Some of the City's infrastructure is nearing the end of its useful life and will need to be replaced and/or upgraded in the near future. Furthermore, a number

of capital projects are planned and/or being discussed that will improve the City. The result is priorities will need to be established and a financial plan developed. Additionally, the Commission hopes to develop alternate revenue streams, including the selling of utilities to the residents of neighboring cities.

A second challenge is that the City has not always been united. Historic Miramar and the newer parts of the City sometimes see themselves as separate entities competing for the same resources. At times, the City has also had an old guard vs. new guard feel. The City has worked hard to eliminate the feeling of separateness. Nonetheless, existing bridges need to be strengthened and new bridges built so the community's diversity does not become a source of strife instead of a source of strength.



Miramar's rapid growth created a situation in which a bedroom community quickly became a big city. Some feel the government is still trying to catch up to the growth and that some policies and procedures are outdated. With a change in management, it is anticipated that the organizational structure and practices will be reviewed to determine if "Best Practices" can be introduced to improve the utilization of resources.

While Miramar's economic base is strong, the City wants it to continue to grow and develop. It is one of the few cities in Broward County with undeveloped land. The City wants to focus economic development that brings more high quality companies and jobs to its residents.

Finally, while the Commissioners all have the best interests of the City at heart, they occasionally have different viewpoints about how to achieve what is best for Miramar. Consensus needs to be built and win-win situations developed. Part of that effort will be insuring everyone has the same information and an accurate analysis of the options (including both the benefits and costs).

## The Ideal Candidate

The ideal candidate will be a partner and an advisor to the Commission. She or he will have a vision and suggest options to the Commission, but will recognize that the Commission makes the ultimate decision and it is the staff's job to execute that decision with enthusiasm. The individual will focus on the future and on bringing the best ideas to the elected body.

Secondly, Miramar has been well managed financially, and the Commission desires to maintain and improve upon that tradition of excellence. Thus, the Commissioners have expressed the desire that the next Manager have a very strong understanding of municipal finance and budgets. The individual will also be fiscally conservative and financially astute. When it comes to spending, the Manager should be judicious and know the line between necessary and appropriate spending and financial excess. The next Manager to have a fiscally conservative outlook and will provide realistic cost/benefit analyses of program options. The result will be

that the Commission can make informed decisions keeping in mind both the long and short run impacts.

Third, the next City Manager will have a "velvet and steel" approach to management. On the velvet side, the individual will place a high priority on customer service and develop in the staff a "concierge level" of service for the residents. The next Manager will have an extremely friendly and positive manner in working with all the different community interest groups in Miramar. He/she will help people feel their concerns are heard, and that the government is responsive to them. Regarding the steel, the next City Manager must have a passion for Miramar and not be afraid to say no diplomatically when a proposed plan or idea is not in the best interests of the City and its residents. She/he needs to be strong, yet flexible – resolved in his/her commitment that only excellence will suffice, but also recognizing her/his ideas are not the only ideas that can achieve that excellence.

Fourth, as already noted, one of Miramar's great strengths is its diversity. The next City Manager should be comfortable and have experience working with different cultures, political views, ages and value systems. The best candidate will be someone with a demonstrated track record of working with diverse groups, of bringing people together, and of creating win-win solutions. In other words, he/she will be a unifier who helps develop mutual understandings and achieves common goals.

Fifth, dedication and integrity are critical for any candidate seeking for the City Manager position. These two qualities will be paramount to the success of the next City Manager. With regards to dedication, the City also wants someone who will put down roots and become a part of the community. Managing the City should not be a just a job, but a passion bordering on devotion. As for integrity, those without it simply need not apply.

Sixth, as noted above, the City is a highly desirable location and has vacant land. It would like a City Manager who has a track record of success in planning/economic development/redevelopment and in moving projects forward. Contributing to that success will be a high level understanding of the underlying financial realities associated with project development and as

a result, which projects work financially and which do not. A second factor contributing to that success will be the demonstrated ability to manage multiple capital projects simultaneously.

Finally, on a practical level, the next Manager needs to be a competent. The candidate will have had high level, relevant management and leadership experience in progressively more responsible positions. He/she will have a track record of achievement and excellence in operating in the municipal government framework. As such, the ideal candidate will have at least five years' experience as a City Manager, Deputy City Manager, Assistant City Manager or department head (managing a very large department). 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. A Master's Degree is desirable. Experience in Florida and Southeast Florida in particular is a plus.

## Residency

While it is not required, it is preferred that the City Manager live within the City's boundaries.

## The Past City Manager

The most recent City Manager retired after 37 years with the City. He started as a trash collector and worked his way up until he became the City Manager in 2001.

## Compensation

The starting salary will be between \$180,000 and \$225,000. Benefits are excellent.

## Confidentiality

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

## How To Apply

E-mail your resume to [Recruit32@cb-asso.com](mailto:Recruit32@cb-asso.com) by June 14th. 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 June 15th and July 16th. Interviews will likely occur on August 9th and 10th with a selection made shortly thereafter.

## Other Important Information

The City of Miramar 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