



Welcome to the City of Miramar, FL

Finance Director Position Open - Apply by March 18, 2016



Estimated 2016 Population: 130,300

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 building an amphitheater on the west end of the City, which 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 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 was incorporated in 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. High temperatures in the summers tend to be in, but never above, the mid-90s. Winters are quite pleasant with high temperatures in the mid to high 70s. While rain does fall in winter, the majority of precipitation is received during the summer months.

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 with a population of 130,300. 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 42.4% 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 4.6% in April 2015.

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 1 on page 5.) The City has a significant and diversified commercial and industrial presence. In total, they comprise only about 13% of the total employee base.



Table 1: Principal Employers

Employer	Function	Employees
City of Miramar	Government	1,073
Comcast of South Florida	Communications	800
Royal Caribbean Cruises, Ltd.	Travel	650
Humana Medical Plan, Inc.	Medical	594
Carnival Corporation	Travel	583
Univita Healthcare Solutions, LLC	Medical	476
Premier Beverage	Food & Beverage	473
Quest Diagnostics	Medical	469
Spirit Airlines	Travel	440
Southern Wine & Spirits	Food & Beverage	320

Source: City of Miramar 2014 CAFR

The City has 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 2017, three Commission seats will be up for election. Miramar does not have term limits. With exception of one member first elected in 2003, the Commission is largely composed of officials in their first four years of office. 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 1070 employees. Of those, per the 2016

Budget, 283.5 FTEs were in the Police Department, 151 in Fire Rescue; 68.2 in Public Works; 126.5 in Utilities, 119 in Recreation and 70.5 in Social Services. 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 (14.5 employees) 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 has three unions: the Fraternal Order of Police, the International Association of Firefighters and the General Association of Miramar Employees.

The City is financially sound although resources have been stretched the past few years but the future is bright. After a steady decline in Total Taxable Assessed Value (TTAV) from 2008 to 2013, the TTAV began to trend upwards in 2014 and continues to do so. General Government Taxes are projected to climb from \$64.6 million in FY 2015 to \$70.3 million in FY 2016. Total revenues are likewise increasing from \$123.3 million in FY 2015 to \$132.4 million in the General Fund in FY 2016. Total Expenditure Budget for FY 2016 is \$185.1 million of which the Capital Budget is \$10.2 million. As might be expected, Police and Fire (at a cost of \$71 million) compose a little more than half the General Fund Budget. Utilities total \$20.3 million. Parks and Recreation, with a budget of \$12 million is the only other department with expenditures exceeding \$10 million.

The Financial Services Department

The Financial Services Department (FSD) is one of five departments falling under the Assistant City Manager for Administration and Financial Services. The others are Management and Budget, Information Technology, City Clerk and Procurement.

FSD provides support services to both the City's internal and external customers and is responsible for the coordination of all financial activities of the City. Its General Fund activities include Accounting and Revenue Enhancement (29 positions), Administration (3 positions), Grants Administration (3 positions) and Reporting and Training (2 positions). In addition to the Financial Services Director, there is an Assistant Financial Services Director.

Of the 37 budgeted positions, 33 are full-time, 3 part-time and 1 temporary part-time. Utility Billing also falls under Financial Services. The Department's FY 2016 General Fund Budget is \$4,136,750.

The City and the Department are supported by MUNIS financial software. It is a very robust system and was installed in 2014. There is a feeling, however, that the full capabilities of the system have not been tapped. Now that the initial transition is complete, the City would like the next Director to review the system in depth and in detail to determine how it can be better utilized and what potential remains untapped.

The Ideal Candidate

The ideal candidate will be someone with strong accounting and financial skills as well as someone who is a strong leader and comfort in their own skin. The next Director will need to be able to deal with strong personalities and be confident. He/she will not just be a subordinate to the Assistant City Manager but also a partner and trusted advisor.

The next Director will have a vision and understand how business should be done. The individual will have a critical eye, be very analytical and always ask, "Is there a better way and why are we not doing business the best way?" rather than being stymied by what has been done in the past. He/she will be creative and inspire employees to do more and become better employees. The Director will be a mentor who is not afraid to roll up their sleeves and pitch in. The individual will teach and encourage staff to maximize their talents, to think outside the box and to take responsibility for their work. He/she will encourage them to try new approaches and reasonable risks. Accountability will be important to the new Director. He/she will have high expectations and expect them to be met.

By the same token, the next Director will be customer service oriented. The individual will firmly believe a successful Financial Services Department is one that works with and supports the other city departments in accomplishing their missions. He/she work diligently to find ways to help them solve their problems and not be viewed as a road block. The next Director will be extremely friendly and positive. He/she will help people feel their concerns are heard, and that the Department is responsive to them. He/she needs to be strong, yet flexible – resolved in his/her commitment that only excellence will suffice, but also recognize her/his ideas are not the only ideas that can achieve that excellence.

The ideal candidate must have outstanding verbal and written communication skills. He/she will be responsible for not just maintaining the city's financial data, but also presenting the information in a readily understandable way to the elected officials and the public. Having accurate numbers will be essential but being able to explain them is almost as important. If they cannot be conveyed with confidence, the Director will not be successful. Public presentations must be clear, on point and concise.

Finally, on a practical level, the next Director 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 Finance Director or Assistant. The individual is expected to have at least a Bachelor's degree in accounting, finance, business administration, public administration, or a related field. A CPA is highly desirable. CGFO certification is a plus. An in depth understanding of financial accounting is required and expertise in MUNIS is strongly preferred. Experience in Florida and Southeast Florida in particular is a plus.

Residency

The selected candidate is not required to become a resident of Miramar.

The Past Finance Director

The most recent Finance Director retired after eight years with the City as the Finance Director.

Compensation

The starting salary will be between \$87,113 and \$147,569. Benefits are excellent and the City is very willing to pay near the top of the range for the right person.

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 cover letter and resume to Recruit27@cb-asso.com by March 18th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537 or David Collier at (772) 269-1858.

Schedule

Interviews will likely occur in early April 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