



CITY MANAGER POSITION AVAILABLE
New Closing Date - July 8, 2019

Welcome to Opa-locka, Florida!

A new day dawned in Opa-locka on November 6, 2018, when a reform slate of candidates was elected to the City Commission. Joining two like-minded incumbents (one who was also re-elected in November), Opa-locka now has a bright and dedicated City Commission focused on truly advancing the city in the best interests of the residents. They are looking for the consummate professional City Manager to help guide the City to a bright and prosperous future. Opa-locka has tremendous assets to work with and now has the right leadership! It is truly a diamond in the rough!

Located in southeast Florida just inland from the Atlantic Ocean, Opa-locka is unique. In 1926, it adopted an Arabian Nights-inspired theme designed to enchant visitors and



residents alike. In fact, Opa-locka still has the largest collection of Moorish Revival architecture in the Western Hemisphere. Over 100 buildings were constructed and palms were imported to create an Arabian paradise. Though many of the buildings were destroyed in the 1926 hurricane, it retains its one-of-a-kind charm. It has not gone unnoticed as several Hollywood films were set against the city's unique backdrop.

A nearby treat is the 515 acre Amelia Earhart Park, which offers outdoor recreation and watersports, including cable wakeboarding, water skiing, paddle boarding, and biking. Children can visit the Bill Graham Farm Village for the farm animal petting zoo, playground, and tree house. A short drive will take you to the Miami GP Raceway, a go-kart raceway that has been open for over 20 years. Food is available as well as some of the fastest go kart rentals in the area. The SFL (South Florida) Air Expo is offered at Miami-Opa locka Executive Airport. In its eighth year, it features discovery flights, a flying competition, aircraft displays, flight learning simulators, and an aviation career fair. The Opa-locka Hialeah Flea Market is a must see. It is open year-round and sees more than 15,000 visitors per week. After more than 40 years, the market retains its vibrancy and has over 500 stores.

Housing in Opa-locka is affordable, more affordable than many of its neighboring cities. The price for square foot of \$193 here is lower than the Miami-Fort Lauderdale-West Palm Beach Metro average of \$221. The median price of homes is \$205,000, and many homes are listed under \$300,000. A variety of apartments are also available. Should you decide to live outside the city limits, there are numerous other options available.

A good education is available at the 21 public schools that serve the city. Alternatives include charter high schools, Christian academies, and magnet schools. For higher education, Opa-locka residents will find the University of Florida, Florida State University, the University of Central Florida, University of South Florida, University of Miami, Keiser University, the Florida Atlantic University, and Florida International University are all within a relatively easy drive. The University of Florida is within the top ten best public universities in the country, Keiser University is ranked second nationally for health-related programs.

Just to the south is the city of Miami, a premier entertainment destination. Classified as an Alpha-World City, Miami is ranked seventh in the country (and 33rd in the world) for finance, commerce, culture, entertainment, fashion, education, and others. Its many venues include the Adrienne Arsht Center for the Performing Arts (the second largest performing arts center in the United States), the Frost Art Museum, Miami Art Museum, Miami Children's Museum and Vizcaya Museum and Gardens. Miami also hosts the world's largest art exhibition. Dubbed the "Olympics of Art", Art Basel Miami is held annually in December and attracts thousands of visitors from around the world. To the north, Fort Lauderdale offers the Broward Center for the Performing Arts, Fort Lauderdale Science Museum, and the International Fishing Hall of Fame.

If you like professional sports, enjoy the Miami Marlins (MLB), Miami Dolphins (NFL), Miami Heat (NBA), and Florida Panthers (NHL). The teams of the University of Miami are excellent. Horse Racing can be found at Gulfstream Park in nearby Hallandale Beach. If you prefer

active recreation and are a golfer, the available area venues are too numerous to count.

Opa-locka’s location is an enormous asset. It is three minutes from anywhere in the City to I-95, I-75, the Florida Turnpike, and the Palmetto Expressway. Miami-Opa locka Executive Airport is one of the busiest executive airports in the country. Miami International Airport and the Port of Miami, (both with significant passenger and cargo operations) are approximately 10 miles south. Metrorail

comes right through the city as does a freight railroad. Fort Lauderdale-Hollywood International Airport and Port Everglades in Fort Lauderdale are 15 minutes northeast. For a cruiser, Opa-locka would be heaven. The aforementioned ports are the two busiest cruise ports in the world.

This job is a great opportunity for the right person. It is a once in a lifetime opportunity to turn around a city and help it reach its full potential. Yes, it has its challenges but the elected officials are committed to change and want an outstanding, professional—a high energy City Manager—to work with them to create a better future.

Table 1: Opa-Locka Demographics

Estimated Population: 16,426			
Distribution by Race		Distribution by Age	
White	39.7%	0 to 15	28.8%
Black	54.7%	15 to 25	11.9%
Asian	0.3%	25 to 45	24.0%
Some Other Race	0.0%	45 to 65	23.0%
Two or More Races	5.3%	65 to 85	10.6%
Total	100%	Over 85	1.7%
Hispanic (all races)	43.9%		

DEMOGRAPHICS

See Table I for Opa-locka Demographics

CLIMATE

Opa-locka’s comfortable year-round climate is both humid and mild. The seasons are not markedly different in temperature. In the winter, the lows are in the 50s and highs in the 70s. In the summer, the lows are around 78 and the highs in the low 90s. Opa-locka’s wet season lasts from May to October, during which precipitation is common, although generally of short duration. The City sees above average annual precipitation at around 62 inches per year.

Educational Achievement (over age 25)	
High School or Higher	70.9%
Bachelor’s Degree or Higher	6.7%

Occasional, but infrequent, hurricanes strike the area between June 1 to November 30. Though they can be serious, strong storms are relatively rare and their impact is generally limited. If you are more than 50 miles from the hurricane’s center, it will probably not materially affect

Other Statistics	
Median Age: Opa-Locka	31.3
Median Age: U.S.	37.8
Poverty Rate	50.9%

Source: U.S. Census Bureau

you. It should also be noted that a Category I hurricane produces winds from 75 to 95 miles per hour—not much faster than we routinely drive our cars.

GEOGRAPHY

Located along the southeast coast of Florida, Opa-locka has a total area of 4.5 square miles, of which 0.18 miles is water. The City is 7 feet above sea level.

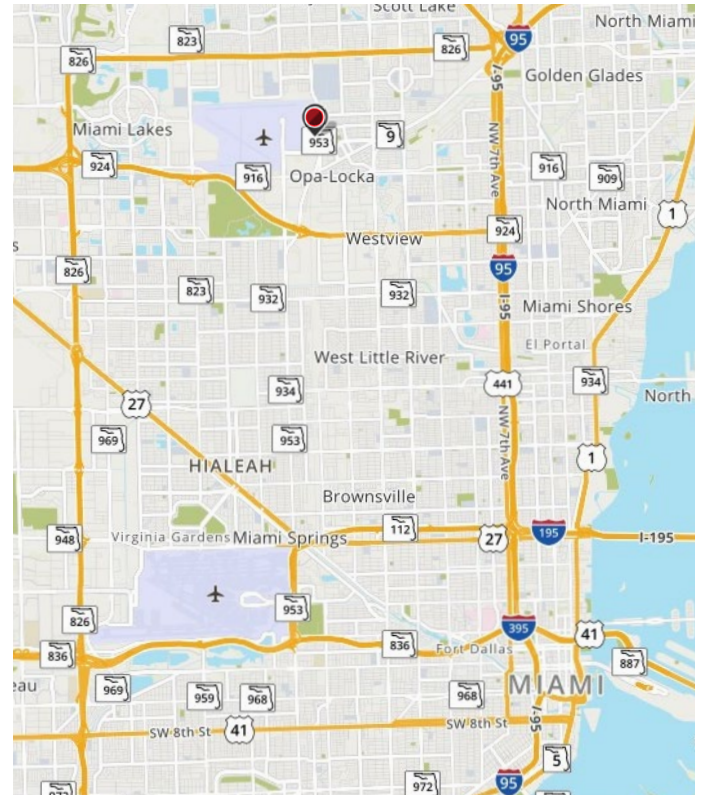
COMMERCE

Opa-locka's proximity to transportation make it an economic hub. 70% of the city is commercial-industrial while 30% is residential. The city's principal employers are listed in Table II on page 5.

THE GOVERNMENT

The City of Opa-locka operates under the Commissioner-Manager form of government. The City Commission consists of the Mayor and four Commissioners, who serve staggered four-year terms and are subject to term limits of two terms or eight consecutive years. They appoint the City Manager, the City Attorney, and the City Clerk.

The Commission is responsible for creating a vision for the City, and enacting ordinances, resolutions, and regulations governing the City. The City Manager is responsible for implementing Commission directives and overseeing the day-to-day operations of the City. Opa-locka provides traditional municipal services such as community development, police, fire, public works (water, sewer, street maintenance, and stormwater), and parks and recreation.



The 2019 adopted budget is \$18,580,612. The City has 152 employees, and two unions—representing police and general employees.

THE CHALLENGES AND OPPORTUNITIES

Briefly stated, Opa-locka's biggest challenge is overcoming a history of poor choices and mismanagement. The City currently operates under the oversight of a financial emergency board which must approve all the city's potential spending plans prior to it making any commitments. The good news is money is there, it is simply not easy to access and all proposed expenses must be properly supported.

Opa-locka, like many governments, is dealing with some infrastructure issues. For years, the City's water meters were allowed to deteriorate and up to 65% did not work.

Table 2: Principal Employers, Opa-Locka, FL

Employer	Industry	Employees
North American Trucking (NATS)	Transportation	265
Republic Metals	Manufacturing	205
MasTec North America	Engineering	200
Sherwood Food Dist/FKA Don Greene Poultry	Distribution	140
American Fruit	Retail	105
Combined Services	Laundry	98
Miami Offset	Retail	75
Choice Environmental	Manufacturing	75
Florida International Academy	Education	75
Robert B. Ingram Elementary	Education	73

Source: Source: City of Opa-Locka, FL 2015 CAFR

The result was many estimated utility bills, and some citizens are participating in a class action lawsuit against the City alleging overcharging. To correct the situation, the operation is being turned over to Miami-Dade County and the transition will be complete at the end of June 2019. In another area, Opa-locka is upgrading its stormwater pumping stations so that by end of 2019, 90% of them will be compliant with the Department of Environmental Management (DERM) regulations. The new City Commission is on-track to repave over 10 miles of streets by the end of 2019, and more will follow.

Rebuilding and regaining citizen trust is a must. The best way to describe the City Manager's job is one of a complete organizational review and rebuild. It will not be easy, but it can and will be done. The goal will be to maximize effectiveness and ensure the efficient use of resources. In the meantime, the financial audits for 2017 and 2018 need to be completed (now scheduled for the end of 2019). It

is likely some reorganization/ restructuring / re-staffing will be needed. The position is not for the faint of heart and the next manager will spend many hours repairing the city government and its image. The good news is the manager will have the support of the City Commission to do what is needed.

THE IDEAL CANDIDATE

Opa-locka is looking for an outstanding leader and manager to partner with the elected officials to assist it in realizing its vast potential. The effort will be substantial and will require someone who is fearless and extremely capable, with a track record of achievement. The individual will need to be effective, confident, bold, tenacious, high energy, involved in the community, relentlessly positive and extraordinarily proactive. He/she will have the highest degree of integrity and honesty. The individual will also be an excellent communicator—including being someone who listens carefully without drawing conclusions prematurely. Providing the same information to all elected officials at the same time will be important.

The next manager will understand the importance of the day-to-day but will not let it divert his/her attention from the need to plan for the long term and from accomplishing what needs to be done to ensure the City's long-term success. The individual will be a strategic thinker and a

doer, someone who is creative and business friendly. He/she will take his/her priorities from the City Commission while also being a strong leader who can assist the Commission in developing a vision then to be implemented. As part of the individual's role is overseeing the day-to-day operations, he/she will be in the field reviewing the state of the City and addressing concerns.

The next manager will be comfortable with and appreciate diversity. While culturally sensitive and treating everyone equally, he/she will do what is right and will not buckle to pressure from one group or another whether it is the old guard, new guard, or any other special interest group. The individual will be empathic and understanding of the staff, the community and its residents. At the same time, the next manager will have high expectations for the staff and set high standards. He/she will expect results and hold the staff accountable for its work.

The individual will need strong shoulders and a thick skin but will be humble and deferential. With so much going on in the city, the honeymoon period may not be long. The next manager will understand politics and be able to navigate them. He/she will have a strong backbone and will be able to diplomatically tell the elected officials what they need to hear, not what they want to hear. Further, the message will be consistent no matter whom he/she is talking to. The next manager will recognize the



importance of being a buffer between the elected officials and the staff. The individual will realize that more needs to be done than is possible by one person so she/he will hire outstanding staff and inspire, manage, and mentor that staff. The individual will be approachable and will delegate effectively. The next manager will be a change agent but also recognize and value the existing institutional knowledge. He/she will need to rebuild the relationship between the staff, Commission and community through communication, honesty, integrity, and effective government.

With finances being tight and not expected to improve in the near future, the next manager will need to be analytic, always looking for better, more effective and efficient ways to accomplish the city's business. The individual will be a consensus builder, focusing on what brings people together rather than what pulls them apart. A strong background in managing municipal finance is a must.

The ideal candidate will have a minimum of seven years of progressively responsible experience in public management and at least four years as a City Manager overseeing the efforts of at least 50 employees. A bachelor's degree from an accredited college or university, with a major in administration, management or a related field, is required. A Master's degree is preferred.

All in all, this job will be a challenging position. That said, when done right, it will be the highlight of a City Manager's career, and a reputation builder. Opa-locka needs a strong leader who can make things happen. The next manager will recognize Opa-locka's potential and move it forward.

PRIOR MANAGERS

Opa-locka has not had good success in hiring strong and competent City Managers. The elected officials intend to alter that dynamic and hire someone who will thrive here and stay for many years.

RESIDENCY

The City Manager is not required to live within the corporate limits of the City.

COMPENSATION

The starting salary will be in the range of \$125,000 to \$175,000 for the right candidate. Benefits are excellent.

CONFIDENTIALITY

Under Florida law, all applications are a public record once submitted. As a practical matter we do not anticipate any media coverage until the point where semi-finalists are recommended to the City Commission, and possibly later.

HOW TO APPLY

To apply for this position, e-mail your resume and cover letter to ***Recruit26@cb-asso.com*** by July 8, 2019. Faxed or mailed resumes will not be considered.

Questions should be directed to Colin Baenziger at (561) 707-3537, or Lynelle Klein at (425) 658-7025.

SCHEDULE

Candidates will be screened between June 22nd and July 26th. Finalists will be selected on August 7th and interviews will be held August 22nd and 23rd.

EQUAL OPPORTUNITY EMPLOYER

The City of Opa-locka is an Equal Opportunity Employer and strongly encourages all qualified people to apply for the City Manager position.

ADDITIONAL INFORMATION

For additional information about the city visit:

<https://www.opalockafl.gov>



COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING