



Surfside Seeking Town Manager - Apply by October 17, 2014



SURFSIDE

— FLORIDA —

Welcome to Surfside! Located on a barrier island between the Atlantic Ocean and the Intracoastal Waterway in northeastern Miami-Dade County, Surfside is one of South Florida's treasures.

Surfside is a place brimming with potential. Over the past few decades, many of its neighbors have chosen to promote large scale development – condominiums of 40 to 50 stories – on the beach. Now, with almost all that land gone, developers have re-discovered Surfside with its magnificent, readily accessible, family friendly beach. Seven tower cranes are at work in the Town and gorgeous developments have been built or are underway. These include the Grand Beach Hotel, a Four Seasons Hotel, the Chateau Condominium and a Marriott Residence Inn. With its 120 feet height limit for buildings along the beach, these developments scale well with the rest of the community. Half a mile wide by a mile long, it is a short walk to the beach and the Intracoastal from anywhere on the island.

Surfside has a vibrant downtown and treasures its diversity. It has worked hard to preserve its ambience and quality of life. Old and new houses are mixed together in a quiet, peaceful and relaxed neighborhood setting. Structurally, it could almost be a small town anywhere in America. The community is extremely walkable and the Town offers recreation programs for all ages, from toddlers to seniors. Opportunities for worship are readily available and community events are common. Further, neighbors know their neighbors and help one another. As a result, Surfside remains a charming oasis set in the midst of an urban county.

Homes in Surfside are not inexpensive. A nice house will cost \$550,000. Of course you can spend a great deal more. The nearby elementary, middle and high schools are very good. Numerous institutions of higher education (the University of Miami, Florida International University and Barry University to name but a few) can be found within a relatively short drive.

But if the island is not enough for you, nearby Fort Lauderdale and Miami, have much to offer. Both have numerous cultural venues – museums, theaters, festivals and the like. The shopping is outstanding. The internationally recognized Bal Harbour Shops – actually an upscale mall generating sales in excess of \$2,300 per square foot annually – is located on the Town's northern border. Of course, it is just one of many venues in the area. If you travel by air, both Miami and Fort Lauderdale International Airports are less than 30 minutes away. At about the same distance are the Port of Miami and Port Everglades where many of the major cruise lines begin and end regular multi-day journeys around the Caribbean. If you prefer night life, the world renowned venue of South Beach is just to the south and Fort Lauderdale's Las Olas Boulevard is a little to the north. The Town is proud of its religious diversity and heritage. Notably, the largest synagogue in the southeastern United States is located in Surfside.



History

Surfside's modern history began in the mid-1920s when the Tatum Brothers subdivided the land that would become Surfside. In 1929 the construction of the Surf Club began, and six years later, in an effort to fend off an attempted annexation by Miami Beach, 35 members of the Surf Club incorporated the Town. The population was 50 at the time. Part of the original platting included a two block central business district that remains today. Surfside's growth began to take off after World War II.

In 2004 residents approved a charter amendment to limit the building heights along the Atlantic Ocean to 120 feet. The goal was for the Town to retain its low rise character and "small town feeling" and that goal has been largely achieved. Even with these limitations, or perhaps because of, Surfside has become a very desirable location for high quality development. The Town's development permitting process ensures great architecture and contribution by developers to offsite improvements to minimize any impacts.

Business

Surfside's charming downtown – which contains 26 restaurants, eight banks and a number of small retailers and service businesses – recently benefited from an infrastructure investment to improve the streetscape. As mentioned previously, the Town is experiencing growth in the tourism sector through the following projects: Grand Beach Hotel Surfside, Marriott Residence Inn, and the Four Seasons at the Surf Club. These properties, when completed, will result in a significant increase in revenues to the Town through both property and resort taxes.

Table I: Principal Tax Payers

Rank	Entity	Assessed Value	% of Total
1	The Surf Club	\$ 40,373,960	3.18%
2	9379 Realty Group	\$ 13,970,000	1.10%
3	Beach House	\$ 9,000,000	0.71%
4	Publix Supermarkets	\$ 8,380,000	0.66%
5	Ohio Savings Bank	\$ 5,739,360	0.45%
6	Trasactaa Lanai Development	\$ 5,695,000	0.45%
7	Collins Avenue, Investment Group	\$ 3,800,000	0.30%
8	9501 Collins Avenue, LLC	\$ 3,289,000	0.26%
9	Robert and Rita Swedroe	\$ 2,993,000	0.22%
10	Yoram and Yleana Izhak	\$ 2,614,259	0.21%

Total Principal Taxpayers	95,854,727	7.54%
All Other Taxpayers	1,174,825,574	92.46%
Total	1,270,680,301	100.00%

Source: 2013 CAFR

The Town is predominantly residential and the owners tend to live in the homes. Renters occupy less than 20% of the housing units. Tourists and winter residents (a.k.a., snowbirds) play a large role in the community and that is reflected in the principal taxpayers (see Table I above). Residents tend to work on the mainland in other nearby communities.

Demographics

The U.S. Census estimated Surfside's population to be 5,954 in 2013. The median age is 42.2 (which is older than the national median of 37.2) and is trending downward – the 2010 Census data put the median age at 46.0. As can be seen in Table II (see page 4), Surfside has a larger representation of people of retirement age than many places in the United States.

While the community is almost 95% white, it is not without diversity. 47% of the community is Hispanic or Latino. Surfside has the 20th highest percentage of Brazilian in terms of total population in the United States, 23rd highest percentage of Columbians and the 23% highest percentage of Cubans. Languages spoken in the community include among others Spanish, Portuguese, Russian, German, Hebrew and French.

Table II: Population by Age

Category	Number	Percent
Under 18	1,073	18.68 %
18-24	288	5.01 %
25-34	564	9.82 %
35-49	1,254	21.83 %
50-64	1,116	19.43 %
65 & over	1,449	25.23 %

Total	5,744	100%
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Source: U.S. Census

The Town's population is highly educated. For example, the percentage with a high school diploma is 7% higher than the U.S. average and the percentage with at least a Bachelor's degree is 41% (the U.S. average is 24%). According to the 2013 CAFR, the per capita personal income was \$46,424.

The Government

The Town Commission is comprised of a Mayor and four Commissioners. All are elected at large to two year terms in the month of March of even numbered years. This November a referendum will be held to consider, among other items, extending the Commissioners' terms to four years and to stagger them. The Mayor would continue to have a two year term. The Town does not have term limits. The elected officials are all bright, successful in their own right and very responsible fiscally. They tend to be strong individuals who want to be informed and often involved. The government operates on the traditional council-manager plan.

The Town's assessed value is presently approximately \$1.3 billion and increased by almost 17% over last year's certified taxable value due to new construction. The general fund budget for FY 2014-2015 is approximately \$12.3 million and the total budget is \$20 million. The Town currently has a General Fund Reserve of \$5.3 million. In addition to the revenues most Florida cities receive from property tax, state revenue sharing and so on, Surfside is one of three cities in Florida which also

collects its own bed tax (4%) and a restaurant food and beverage tax (2%). The Town has 94 full time employees and approximately 27 part time employees. For a Town of its size, Surfside is quite remarkable in that it provides all the standard services that much larger cities offer with the exception of Fire Rescue (provided by Miami Dade County). Residents expect a high level of service provided as efficiently as possible.

The Opportunities and Challenges

While Surfside does not have the financial challenges many other cities do, the next Town Manager will not be bored. The Town's residents are passionate about protecting their quality of life and the character of their community. Development, and particularly increases in density and intensity, has caused concerns. As a residential community in an urban sea, traffic and parking can both present challenges. The beach is eroding and the current sources of sand are different from those that have been used in the past. The result is the color and / or texture may not match. The Town also has some large capital projects either planned or afoot and which will need to be carefully managed. Internally staff morale has room for improvement. Finally, the Town has changed managers with some regularity over the past ten years. Its elected leadership wants someone who will end that cycle and stay at least five years.

The Ideal Candidate

The Town is looking for a strong professional who has demonstrated that he/she is a transformational and charismatic leader – not an autocrat or a bureaucrat. The ideal candidate will think strategically and understand the present is important, but must be balanced with what is best for the Town in the long term. The manager will be a partner to the elected officials and work with them to develop a vision for the Town's future. He/she will bring ideas and options to the Mayor and Commissioners for their consideration and then enthusiastically carry out the will of the majority. The individual will have excellent people skills and lead the staff in implementing that vision. While recognizing whom he/she works for, the individual will not be a "yes" person. Instead he/she will diplomatically tell the elected officials what they need to hear, not what they want to hear. Further, the message will be consistent no matter with whom he/she is speaking.



The ideal candidate will be passionate about Surfside. While the manager will oversee the day-to-day operations, she/he will not be someone who spends all day in the office. Rather the individual will be out visiting residents, businesses, staff and members of the religious community. In other words, he/she will be a face of the government and be actively involved.

Outstanding customer service is very important in Surfside. It will be something the ideal candidate believes in strongly and is an area where he/she excels. Further, the individual will lead by example and require Town staff to follow suit. The manager will be very responsive and will recognize that, while the customer is not always right, it is important that the resident is listened to, the problem understood, and then is resolved or, at the very least, a good explanation is given for why the Town is unable to accommodate the resident wishes.

As the CEO, the manager will take responsibility for work of the employees supervised. The individual will delegate but also will have high expectations and set high standards. He/she will expect results and hold the staff accountable for its work. When the job is done well, the manager will praise publicly and when the employee fails to meet expectations, criticism will be delivered privately. In his/her role as a leader, the manager will also recognize the importance of being a buffer between the elected officials and the staff.

The selected individual will be approachable and will delegate effectively. Mentoring staff so that they reach their utmost potential will be important to the manager. That will involve encouraging creativity while recognizing not all new approaches will succeed. He/she will foster an environment where success is celebrated and failure, as long as it is based on reasonable expectations of success, is not be punished.

The manager will be analytical, fiscally responsible and constantly seeking better ways to accomplish the Town's business. "We have always done it this way," will not be an acceptable answer. It may be the best way but the reasoning behind it needs to be sound.

Personally the individual will be strong, confident, bold, tenacious, high energy, involved in the community, and relentlessly positive. He/she will have a high degree of integrity and honesty while also being an excellent communicator, both orally and in writing. Transparency will be important to the individual as will common sense. He/she will be a consensus builder and will understand politics but not be involved.

The ideal candidate will have a minimum of seven years of progressively more responsible experience in public or private sector management. 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. Demonstrated success in obtaining grants will be important.

This job is not for the shy, faint of heart or anyone with weak knees. The honeymoon period may be short. What Surfside wants and needs is an inspirational leader who takes the bull by the horns and make things happen, but does so humbly and with deference. It also is looking for someone who will make a long term commitment. The individual will recognize the Town's potential and be enthusiastic about playing a role in realizing that potential. Finally, he/she will view this position not as a stepping stone but rather as a cherished destination.

Compensation

Salary commensurate with experience and the salary range is \$140,000 to \$180,000. Benefits are very good. The Town has its own pension system.

Residency

Residency within the Town's boundaries is not required.

How to Apply

E-mail resume to Recruit29@cb-asso.com by October 17, 2014. Questions should be directed to Colin Baenziger at (561) 707-3537.

The Process

Applicants will be screened between October 17th and November 12th. Interviews are anticipated to be on November 20th with a selection shortly thereafter.

Other Important Information

Surfside is an Equal Opportunity / Drug Free Workplace employer. Under Florida law, all applications are a public record and subject to disclosure. Veteran's preference will be awarded if applicable and according to Florida Law.

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING



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