



**Town of Surfside  
Town Commission Meeting  
AGENDA**

**September 29, 2014**

**7 p.m.**

**Town Hall Commission Chambers - 9293 Harding Ave, 2<sup>nd</sup> Floor  
Surfside, FL 33154**

**1. Opening**

- A. Call to Order**
- B. Roll Call of Members**
- C. Pledge of Allegiance**

**2. Town Manager Recruitment Process – Michael P. Crotty, Town Manager**

**3. Adjournment**

Respectfully submitted,

Michael P. Crotty  
Town Manager

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THIS MEETING IS OPEN TO THE PUBLIC. IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, ALL PERSONS THAT ARE DISABLED; WHO NEED SPECIAL ACCOMMODATIONS TO PARTICIPATE IN THIS MEETING BECAUSE OF THAT DISABILITY SHOULD CONTACT THE OFFICE OF THE TOWN CLERK AT 305-861-4863 EXT. 226 NO LATER THAN FOUR DAYS PRIOR TO SUCH PROCEEDING.

IN ACCORDANCE WITH THE PROVISIONS OF SECTION 286.0105, FLORIDA STATUTES, ANYONE WISHING TO APPEAL ANY DECISION MADE BY THE TOWN OF SURFSIDE COMMISSION, WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING OR HEARING, WILL NEED A RECORD OF THE PROCEEDINGS AND FOR SUCH PURPOSE, MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE WHICH RECORD SHALL INCLUDE THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

AGENDA ITEMS MAY BE VIEWED AT THE OFFICE OF THE TOWN CLERK, TOWN OF SURFSIDE TOWN HALL, 9293 HARDING AVENUE. ANYONE WISHING TO OBTAIN A COPY OF ANY AGENDA ITEM SHOULD CONTACT THE TOWN CLERK AT 305-861-4863. A COMPLETE AGENDA PACKET IS ALSO AVAILABLE ON THE TOWN WEBSITE AT [www.townofsurfsidefl.gov](http://www.townofsurfsidefl.gov)

**TWO OR MORE MEMBERS OF OTHER TOWN BOARDS MAY ATTEND THIS MEETING.**

**THESE MEETINGS MAY BE CONDUCTED BY MEANS OF OR IN CONJUNCTION WITH COMMUNICATIONS MEDIA TECHNOLOGY, SPECIFICALLY, A TELEPHONE CONFERENCE CALL. THE LOCATION 9293 HARDING AVENUE, SURFSIDE, FL 33154, WHICH IS OPEN TO THE PUBLIC, SHALL SERVE AS AN ACCESS POINT FOR SUCH COMMUNICATION.**



## TOWN OF SURFSIDE

MUNICIPAL BUILDING

9293 HARDING AVENUE - SURFSIDE, FLORIDA 33154-3009

[www.townofsurfsidefl.gov](http://www.townofsurfsidefl.gov)

### MEMORANDUM

**TO:** Mayor, Vice Mayor and Members of the Town Commission  
**FROM:** Yamileth Slate-McCloud, Human Resources Director  
**THRU:** Michael P. Crotty, Town Manager  
**SUBJECT:** Town Manager Search  
**DATE:** September 28, 2014

Vice Mayor Tourgeman requested a special meeting regarding the Town Manager search. The Town Commission has agreed to meet to discuss the status of the Town Manager search.

The following information outlines what staff see as the available options:

#### 1. **Continue current process with Colin Baenziger and Associates**

Phase I of the work plan has been completed. This included meeting with key officials to:

- Develop a description of the ideal candidate,
- Learn the issues the next Town Manager will face,
- Material gathering for both the firm and potential candidates
- Compensation package
- Project schedule

Attachment A is a preliminary draft of the recruitment brochure to be utilized for the search.

Interviews are anticipated to be held on November 20<sup>th</sup> with a selection shortly thereafter.

**2. Conduct the search in house**

Attachment B outlines the items to review/approve for conducting the search in house, with the available resources.

Interviews to be held week of December 8<sup>th</sup>, 2014.  
Staff does not recommend this option.

**3. Request for proposals or appoint another recruitment firm**

If the Commission desires to direct staff to solicit proposals, staff will prepare and post RFP as soon as possible. To request proposals and appoint a firm will take up to 30 days.

It is important to note that the current process with Colin Baenziger and Associates is three weeks into the process.

The Commission may also directly appoint another firm to conduct the search without an RFP process . Other executive search firms include (in no particular order):

- The Mercer Group
- Slavin Management Consultants
- Waters Consulting Group

As a point of reference, please note that an email requesting information regarding municipalities utilizing a professional recruitment firm for recruitment of their Town/Village/City Manager was sent to the Human Resources Directors in Dade/Broward counties. Responses from five municipalities were received and are summarized as follows:

<u>Municipality</u>	<u>Selected Firm</u>	<u>Year</u>
• City of Oakland Park	- Colin Baenziger & Associates	(2014)
• City of Coral Gables	- Colin Baenziger & Associates	(2014)
• Bal Harbour Village	- Merrett R. Stierheim & Associates	(2013)
• Bal Harbour Village	- Colin Baenziger & Associates	(2013)
• Village of Pinecrest	- Colin Baenziger & Associates	(2011)
• City of Homestead	- Colin Baenziger & Associates	(2010)

Utilizing the same expedited process established for the Colin Baenziger and Associates recruitment, it is likely that, if the Commission selected a firm directly without issuing an RFP, interviews would take place in January 2015 due to the Hanukkah and Christmas holiday the last two weeks of December.

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The Special meeting is scheduled for 7pm on Monday, September 29, 2014.

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- The Merit Group
- Staff Management Consultants
- Waters Consulting Group

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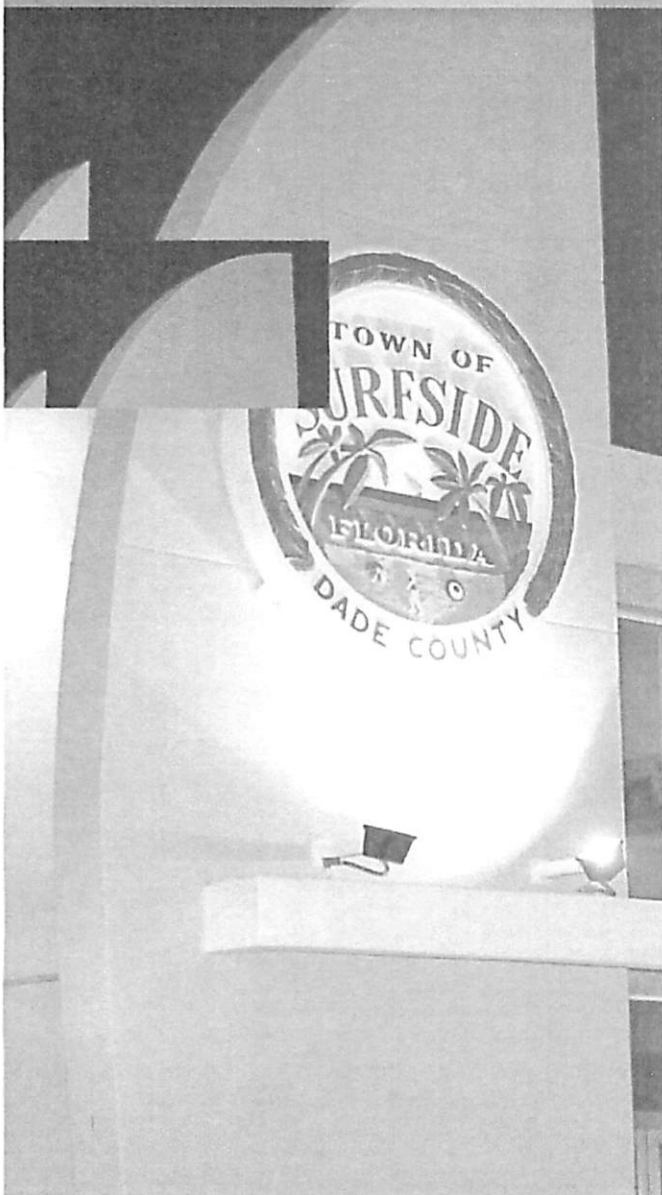
<u>Municipality</u>	<u>Selected Firm</u>	<u>Year</u>
• City of Homestead - Colin Baenziger & Associates (2010)		
• Village of Fincrest - Colin Baenziger & Associates (2011)		
• Gal Harbour Village - Colin Baenziger & Associates (2012)		
• Gal Harbour Village - Ernest R. Steinhilber & Associates (2013)		
• City of Coral Gables - Colin Baenziger & Associates (2014)		
• City of Oakland Park - Colin Baenziger & Associates (2014)		

Utilizing the same expedited process established for the Colin Baenziger and Associates recruitment, it is likely that the Commission selected a firm directly without issuing an RFP. Interviews would take place in January 2015 due to the Hankerson and Chikara holiday the last two weeks of December.

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Surfside Seeking Town Manager - Apply by October 17, 2014



# SURFSIDE

— FLORIDA —

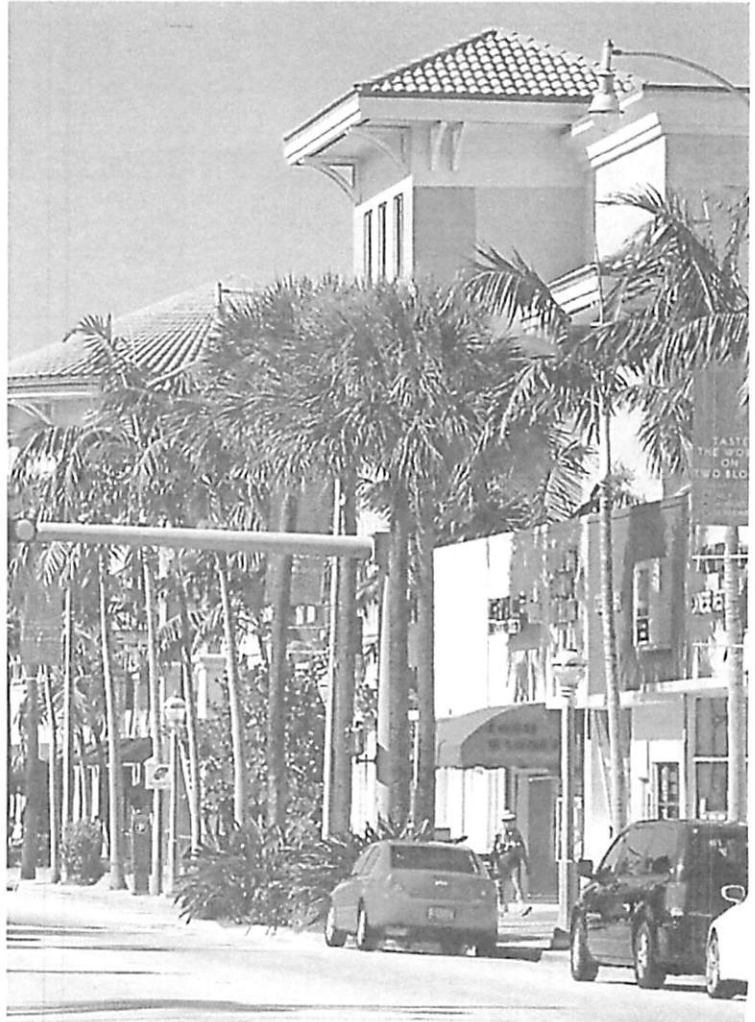
Welcome to Surfside! Located on a barrier island between the Atlantic Ocean and the Intracoastal Waterway in northeastern Miami-Dade County, Surfside is one of South Florida's treasures.

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	Tmsactaa 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	8.4 %
18-24	288	8.6 %
25-34	564	22.8 %
35-49	1,254	30.3 %
50-64	1,116	25.2 %
65 & over	1,449	4.8 %
<b>Total</b>	<b>5,744</b>	<b>100%</b>

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

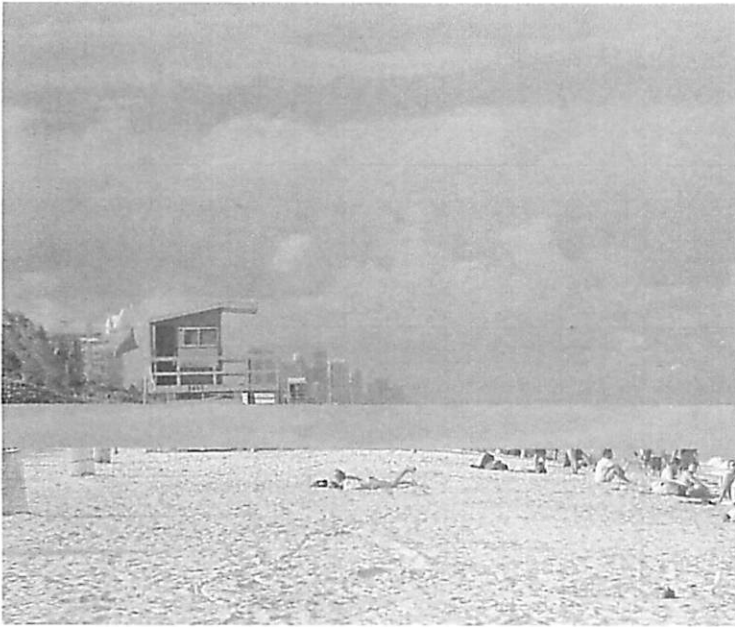
collects its own bed tax (4%) and a restaurant food and beverage tax (2%). The Town has 94 full time employees and approximately 27 part time employees. For a Town of its size, Surfside is quite remarkable in that it provides all the standard services that much larger cities offer with the exception 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 publically 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](mailto: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



**Town Manager Recruitment - Items to review / approve**

- 1. Job description**
- 2. Salary range - \$140,000- \$180,000**
- 3. Employment Ad - utilize previous add and include South Florida experience preferred**
- 4. Where to advertise – ie: Florida League of Cities, Ken Small C-M's, FCCMA, HR networks, Town's Website**
- 5. Determine resume acceptance period - ie: September 30 – October 31, 2014 (close of business day)**
- 6. Outline who will review resumes –**
- 7. Recommend up to 10 candidates to the Commission by November 21. Process to this point includes: review of all applications submitted, determination of top 10 candidates , preliminary background checks on the Top 10 candidates (criminal, civil, driving record, credit)**
- 8. Commission to provide top 5 candidates (no ranking, just names) by December 1**
- 9. Interviews & special meeting to be held week on December 8, 2014**