



Alachua County *Florida*

County Manager Position Available - Apply by August 18, 2014



Welcome to Alachua County! Located in north-central Florida along the I-75 corridor, Alachua County is the place, “Where Nature and Culture Meet”, a community that values wild places and public spaces.

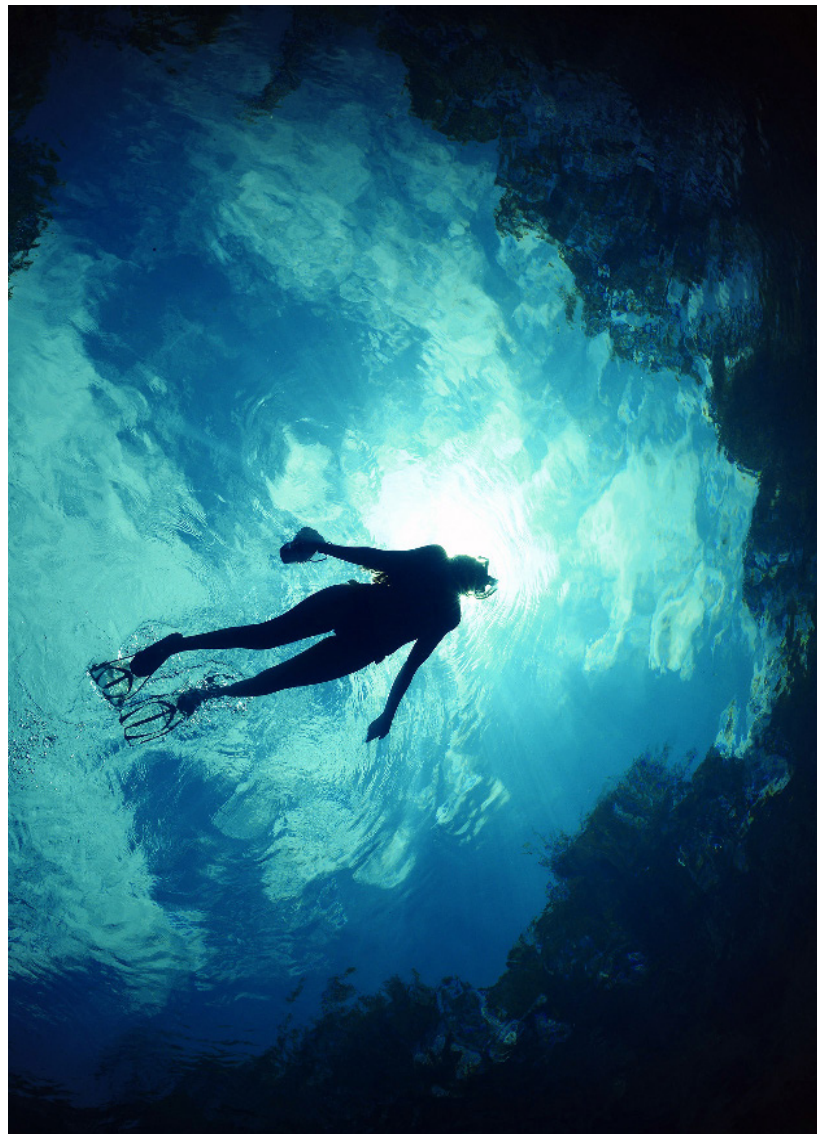
The county seat, Gainesville, is a vibrant, energetic and diverse community with much to offer in terms of major sporting and cultural events. It is home not just to the University of Florida but also to Santa Fe College. While the former is better known, the latter is one of the country’s premier public colleges, with 24,000 students and ranks in the Top 10 nationally in the number of Associate Degrees awarded. As a result, the County has the highest level of educational achievement in the State of Florida. Another result is the area is known for innovation and as a business incubator. Gainesville is also home to one of the nation’s premier healthcare systems – University of Florida Health was named one of the country’s best hospitals in 2013. These resources mean Alachua County is a leading center of education, innovation, medicine, cultural events and athletics.

But there is more. North of Gainesville among the rolling hills and piney woods is the town of Alachua. Its Main Street of small family owned shops has the look and feel of what small town

America should be. It is also home to the largest concentration of fresh water natural springs in the world. If rock and roll is your passion, visit Hawthorne to the east where Bo Diddley lived for many years. Travel southwest and you'll find quaint shops and art galleries in the old railroad town of Archer, where Bo spent his last years. Not to be missed is the Yulee Railroad Days festival. While you can get there easily by car, if beautiful scenery beckons to you, you can traverse the 16 miles by bicycle on the Gainesville-Hawthorne trail. High Springs is an international ecotourism destination for many. Its stunning rivers and freshwater springs make it well worth the visit. Poe Springs, one of the springs in this area, is owned and operated by the County. On the banks of Lake Santa Fe lies Melrose; an unincorporated town that sits in four counties and makes good use of its proximity. Boating and fishing are excellent here. Then there is Micanopy with its intense small town charm and picturesque streets, both of which have made it the choice location for two major motion pictures. Even better, it is known for the best antique shopping in Florida. Next stop – Newberry which was developed as a mining town when phosphate was discovered and which maintains a Historic District on the National Register of Historic Places. And do not, whatever you do, miss its annual Watermelon Festival. Nearby Waldo, with its old red caboose in the city's park, evokes its past as a hub for 19th century travelers. Enjoy some more antiques, too, while you're there.

If you prefer outdoor activities that are more physical in nature, the County offers many opportunities. Golf courses and parks (including Paynes Prairie Preserve State Park) dot the County. Trails are plentiful and the County is always looking for ways to add to its system. Its rivers and lakes also offer many water adventures. Hunting can be found nearby if that strikes your fancy.

It should be noted that the County is committed to preserving the environment while managing growth and protecting its extraordinary quality of life. Overall, housing prices are reasonable



and crime is low. The County has a strong public school system – of its 47 schools, 28 are magnet schools. The variety and complexity of the County also means it offers a wide range of employment opportunities for the young, old and those in between. It is a place where a spouse will find many opportunities for fulfilling employment or to contribute to the community in other ways.

The County is located 70 miles southwest of Jacksonville, 100 miles northwest of Orlando, and 139 miles northeast of Tampa. While all have major airports, Gainesville Regional Airport offers flights by American, Delta, United, Silver and US Air. If you like to cruise, the ports of Jacksonville and Tampa are within easy reach and Port Canaveral is not much further away. Orlando’s theme parks are two hours to the southeast. The Atlantic Ocean beaches are a little over an hour to the east and travel time to the Gulf of Mexico is about the same.

What makes Alachua County special, however, is its residents. They tend to be bright, friendly and involved. With the University and College here, it is not hard to find an expert on virtually any subject and someone who is willing to volunteer some time. Neighbors tend to help neighbors and are proud of their community. In short, Alachua County really is an ideal place to live, work, play and raise a family!

History

Long before the Spaniards arrived in Florida, Alachua County's unique combination of fertile soil, broad prairies, clear lakes and abundant game had spawned a complex Indian civilization called Timucuan. Later, during the 16th century, DeSoto and other Spanish explorers plundered the region. Franciscan priests then arrived and founded missions. Finally the ranchers came and established a large cattle ranch on Payne’s Prairie.

In 1774, British naturalist William Bartram visited the Alachua region twice and described its natural beauty and scenic wonders. Originally part of the Arredondo grant, Alachua County ("Alachua" is thought to be a Spanish corruption of the Timucuan word for "big jug" or some say “sink hole”) was created in 1824 as a massive county, extending from the Georgia border to Tampa Bay. Constant partitioning and The Second Seminole War slowed the county's development, but the coming of the Florida Railroad opened Florida’s interior for both

settlement and trading and new towns were spawned as a result. The first two decades of the 20th century brought Alachua County's agricultural-based economy troubled times as the boll weevil blighted the cotton crops and World War I brought an end to the phosphate industry in the area.

Still, one of the most significant events in the history of the county occurred in 1905, when Gainesville was chosen as the site for the University of Florida. When the university opened a year later, it had only 102 students, 15 faculty and two unfinished buildings. During the years before World War II, the county witnessed the construction of a magnificent new post office, the White House Hotel, Trinity Church, the Seagle Building and a public hospital. It also began an era of constant but not burdensome growth (see Table I).

Table I: Alachua County Population

Year	Population
1960	74,074
1970	104,764
1980	151,348
1990	181,596
2000	217,955
2010	247,336

Source: U.S. Census Bureau

The postwar era brought Alachua County a tremendous population growth and economic expansion. The influx of thousands of veterans seeking an education transformed both the university and Gainesville. The university expanded to more than 9,000 students, began admitting women in 1947 and built a medical school shortly thereafter.

In the years that followed, the County's smaller towns, once farm centers, became havens for artists, retirees and Gainesville professionals. They also attracted tourists to their historic downtowns.

Demographics

The County’s current population is estimated to be

Table II: Temperatures and Precipitation in Gainesville

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	66	70	75	80	87	90	91	90	88	81	74	68	80
Average Low °F	42	45	50	55	62	69	71	72	69	61	51	44	58
Precipitation Inches	3.4	3.4	4.3	2.7	2.5	6.9	6.0	6.3	4.8	2.8	2.1	2.4	46.5

Source: NOAA

approximately 253,450. Its largest city, Gainesville has a population estimated to be 127,480. According to the 2013 Census population estimates, 18% of the population is under 18, 12% are 65 and over and over 17,000 are veterans. The median age is 30.1, well below the national median age of 37.2 and was largely the result of the student population. 63% of the population is Caucasian, 20% African American, 9% Hispanic, 6% Asian and the remainder is composed of “other”. 91% of the population over 25 years of age has a high school degree; 21% have Bachelor’s degrees and another 20% have advanced degrees. 90% of the county’s populations were born in the United States and 48% were born in Florida. The median annual household income is \$42,818, and 24% of all families live below the poverty line.

Geography and Climate

Alachua County has a humid subtropical climate which is characterized by relatively high temperatures and precipitation that is relatively evenly distributed

throughout the year (see Table II). In summer, the region is largely under the influence of moist, maritime airflow. The coldest month is usually quite mild, although frosts are not uncommon. From time to time hurricanes do pass through the area but they are relatively weak and minor in scope.

Commerce

The Alachua County region is blessed with the University of Florida, which is ranked among the top public universities in licensing technologies and bringing them to market. With an innovative atmosphere and a business climate that fosters the growth of these companies, Alachua County is becoming a global hub for innovation and talent. I-75 and active rail lines provide transportation opportunities and the City is relatively close to the Port of Jacksonville. The regional airport also offers excellent access to the larger world.

With all these positives, a wide variety of industries thrive in the region and lead the economic development efforts, thanks in large part to its geography and resources. With more business incubators per capita than anywhere else in the U.S. and leading educational institutions, the Alachua County region is primed for growth and is attracting businesses from all over the world.

Table III (located on page 5) reflects the top non-governmental, non-retail employers in the County.

The most recently reported unemployment rate for the County was 4.3% (April 2014 based on U.S. Bureau of Labor Statistics).

The Government

Alachua County is a home rule charter county, governed by a Board of five elected County Commissioners. It operates under the established Commission/Manager form of



Table III: Principal Employers, Alachua County, 2011

Employer	Field	# of Employees
University of Florida	Education	14,723
University of Florida Health	Healthcare	12,588
Veterans Affairs Medical Center	Healthcare	4,317
North Florida Regional Medical Center	Healthcare	1,700
Nationwide Insurance	Insurance	1,300
Santa Fe Community College	Education	796
Meridian Behavioral Health	Healthcare	620
Tower Insurance	Insurance	500
Regeneration Technologies	Manufacturing	365
Hunter Marine	Manufacturing	325
AvMed Health Plan	Insurance	317

Source: Gainesville Area Chamber of Commerce

government. Commissioners represent geographic districts and are elected countywide in partisan elections. They serve staggered four year terms and the County does not have term limits. The Commission has been stable historically. Over the past 40 years, Commissioners have served an average of a little over eight years. One Commissioner is currently in his fourth term with a second Commissioner completing his third term and running for re-election this fall. A third Commissioner's term will end in the fall and she has chosen not to seek re-election. One of the other Commissioners is in his second term, having served his first term from 1998 to 2002, and the fifth is in his first term after having served eight years in the state legislature. All are intelligent and collegial. They work reasonably well together and have the best interests of the County at heart. They also have strong opinions and discussions can be lively but when a decision is made, they move on. In fact discussions are relatively succinct and do not become personal in nature. Overall, the Commission tends to be progressive but fiscally cautious. It has a great deal of respect for the staff.

In addition to the five County Commissioners, there are five elected Constitutional Officers: Supervisor of Elections, Sheriff, Clerk of Court, Property Appraiser and Tax Collector. The County Manager and County Attorney are appointed by the Board of County Commissioners.

The Board-appointed County Manager is responsible for the day-to-day operations of county government. 855 of the 1,917 County's total employees work under the direction of the Board of County Commissioners. The Sheriff oversees 876 employees, while the remaining 186 are distributed to the other constitutional offices.

The general fund budget for the Alachua County Government for FY 2013-14 is \$132,619,626 and the total budget is \$325,412,644. The General Fund assessed value is expected to increase by 5% in the coming year. The County provides all basic services for residents: economic development, fire/rescue, sheriff, code enforcement, planning (including building and zoning), roads, environment, health

and human services, parks, judicial, animal services, indigent care, limited mosquito control in conjunction with the Health Department, drainage associated with runoff from County-owned properties, and solid waste collection.

Approximately half of the County's employees are unionized. Blue collar and clerical employees are represented by the Laborers' International Union of North America and the operational employees in Fire Rescue are represented by the International Association of Firefighters.

The Challenges and Opportunities

Alachua County is not without its challenges. First and foremost is that while the County is reasonably strong financially, there is never enough money to do everything that needs to be done. The situation is complicated by the fact that slightly over 50% of the County's property is off the tax rolls.

Second is the need to balance the desires of the conservationists and the business community. While these groups are not mutually exclusive – both want to protect the quality of life in the County - their views differ and a tension exists between them. The trick will be to

find common ground that moves the County forward – protecting the environment while allowing growth. On the immediate horizon is the Plum Creek development. If carried forward, it will cover 65,000 acres. As proposed, it would keep 80% of the land in agriculture and/or forests. It would also create 10,500 residential units and 1.5 million square feet of commercial/industrial space. The result is an estimated 7,400 jobs. The project is also in an area which is considered very environmentally sensitive. As such, the County expects a large number of people to appear at the various hearings and the discourse to quite heated.

Third, the County's infrastructure needs work. While the buildings are in relatively good condition, they are aging. Further it is estimated that the backlog of road work will cost \$500 million to rectify, of which \$380 million is in the unincorporated County. Needless to say, this issue is related to funding mentioned previously. Over the past 14 years, the County has had four referenda pass to support building a new courthouse, purchase land for parks and assist with indigent healthcare. On the other hand, two related to transportation have failed. Another referendum on roads proposing a one-cent transportation infrastructure sales tax will go to the voters in November of this year.

Fourth, some fence mending needs to be done between the City of Gainesville and the County. Although their main offices are virtually across the street from one another and the City's population composes about half of the County as a whole, the interests and philosophies of the two have not always been congruent. Focusing on the common interests and where the two can work together may produce significant benefits.

The fifth challenge and opportunity is staff and succession planning. A number of senior directors and key staff are retiring and their successors are being selected now. Further, a number of mid-level managers will be retiring in the next few years. While it will be a challenge to find skilled individuals to fill these positions,



it also presents an opportunity for the next administrator to build his/her own team. Ideally succession plans will be developed to ease the transitions in the future.

The next Administrator will need to address these issues. This effort will be time consuming, but all the County's key elements – staff, elected officials, and the public – want the next County Administrator to succeed and to lead the County for a long period of time, ideally ten years.

The Ideal Candidate

The ideal candidate is a professional manager and leader who is energetic, hardworking, responsive, open, honest and even-keeled. The individual will need to have excellent interpersonal and communication skills. He/she will be data driven (while recognizing its limits), objective and approachable. The individual will need to have a small ego and a large sense of humor.

The next County Manager will partner with the Commission on resolving the County's issues and move the County forward. The manager will treat all the Commissioners equally and work diligently to ensure they (and the staff) are all well-informed. Surprises are not something that should occur on this manager's watch. Further, he/she will ensure the Commissioners have all the information they need to make informed decisions. That means reports must be thorough, complete and include all options with the pros and cons of each. The individual should be strong and confident, someone who will tell the Board what it needs to hear, not what it would like to hear. There are some real challenges out there and avoiding them or kicking them down the road is not what the Commission desires.

The successful candidate will be innovative, progressive and solutions-oriented. The County is looking for someone who is thoughtful but also someone who gets things done. Ideally the individual will anticipate issues prior to them becoming problems and help navigate the County around them. He/she will be detail oriented but not a micromanager. The manager should be comfortable delegating but also someone who knows what is going on in the organization and who holds the staff accountable. The individual will be a mentor and someone who encourages creativity. As such, he/she will reasonably take risks and recognize that not every creative idea succeeds.

The manager will be someone who is active in the community and comfortable representing the Board and staff. He/she will take customer service seriously and lead by example. While the customer is not always right, the individual does deserve a fair hearing, an explanation of what can and cannot be done and ideally, if possible, an alternative solution that will achieve the same ends.

The ideal candidate will also be someone who thinks strategically and who will look critically at the organizational structure and processes to see if improvements can be made. He/she will ask a lot of questions to which, "We have always done it this way," will not be an acceptable response. The individual will be open to ideas from all levels and encourage critical thinking. He/she will also recognize the value of strategic planning and encourage it at every level of the County.

Negotiation skills as well as an aptitude for intergovernmental relations are both important. Working with the Constitutional Officers as well as the local cities, the Water Management District and the University and College can be tricky yet also very rewarding. To do so effectively will require one to be both politically savvy and diplomatic. Knowledge of working with state and federal agencies is a plus.

Requirements for the position include a Bachelor's degree with an emphasis in Public or Business Administration or a related field; a Master's degree is preferred. Candidates should have at least seven years of senior level management experience in public or business administration, preferably within local government, as a City/County Manager or Assistant City/County Manager with agencies of similar size and complexities.

Solid budgetary/financial skills are needed as well as knowledge and experience in sustainable growth, environmental issues, intergovernmental relations, land-use and economic development.

Previous County Managers

The current County Manager is retiring after approximately 16 months on the job. She is in the Deferred Retirement Option Program and accepted the position when the last search failed. Her predecessor served as County Manager for 12 years.

Compensation

The starting salary range is \$145,000 to \$195,000. The County Commission expects to fill the position midrange, but realizes that highly qualified managers should be compensated commensurate to their credentials.

Residency

Under Section 125.73 (2) of the Florida Statutes, the County Manager is required to live within the County's boundaries while employed as County Manager.

Confidentiality

Under Florida's public records act, once an application is submitted it is deemed a public record. As a practical matter, we generally are not asked to divulge applicant names until after the closing date. We do expect some media coverage as the search progresses.

How to Apply

E-mail your resume to Recruit35@cb-asso.com by August 18, 2014. Submissions by regular mail or facsimile will not be considered.

Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applications will be screened between August 19th and September 15th. Finalists will be selected on September 22nd and interviews will be held on October 2nd and 3rd with a selection shortly thereafter.

Other Important Information

Alachua County is an Equal Opportunity Employer and encourages minorities and women to apply. A veteran's preference will be awarded as applicable under the Florida Statutes. All offers of employment will be contingent upon successful completion of a pre-employment drug test.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

County Manager | Alachua County, Florida

