



CITY MANAGER POSITION RE-OPENED

Still Looking for the Right Candidate—The Selected Candidate Withdrew for Personal Reasons.

Apply by November 20, 2019

Welcome to Crescent City!

Tucked between the stunning Crescent and Stella Lakes, historic Crescent City is reminiscent of Florida 60 years ago. This charming town rests off the beaten path, providing scenic fishing lakes, and a laid back lifestyle while still being close to everything. Residents and visitors fall in love with the tranquil way of living, and the perfect city manager will enjoy this warm community and see its many opportunities.

The Crescent City Historic District is on the National Registry of Historic Places, covering 140 acres (primarily the downtown area). It boasts of numerous Colonial Revival, Italianate, and Queen Anne-style buildings. Also on the Registry is the renowned Hubbard House, built in 1877.



If you like the outdoors, Crescent City has much to offer. Activities are plentiful, particularly if you enjoy the water. Advertised as the Bass Capital of the World, outstanding fishing can be found in Crescent Lake, Lake Stella, and nearby Lake George. Crescent Lake's shell beds, sharp drops, ledges, deep water, creeks, canals make it a great place to catch bass, crappie, bream, catfish, and even shrimp. Sailing, kayaking, motor boating, paddling, and swimming are popular activities year-round.

For miles and miles of hiking, biking, and horseback riding through Florida's scenic vistas, go and explore nearby Dunns Creek State Park, Welaka State Forest, and Lake George Conservation Area. For exceptional bird watching or wildlife viewing, this is the place! You will see bald eagles, sand hill cranes, wood ducks, limpkins, wild turkeys, and even peacocks. Dunns Creek State Park also protects several endangered and threatened species, such as the gopher tortoise and fox squirrel. For the intrepid geocacher, some of these parks hide many treasures.

Community events bring residents together in warm and spirited ways. Whether you're on the lookout for a car show, a catfish festival, an astronomy night, a beach getaway, or a music show, you can always find fun activities happening year-round. Highlighting local talent, The Purple Plum Playhouse Players is the new community theater group.

Crescent City's downtown is charming and dining opportunities are surprisingly plentiful. Water's Edge Pub & Grill, 3 Bananas, Belle's Bistro and the Palmeras Restaurant are four of the more popular. Nearby at Hallie's Landing, rent a paddle boat or kayak, go out on the lake in a glass bottom boat, or grab an excellent burger or fish sandwich. With two grocery stores and a variety of shops,

shopping is limited but adequate. For more variety, people generally travel to nearby DeLand (45 minutes south) or Palatka (30 minutes north).

If that is not enough, the big city lights are not far away—one need only drive north to Jacksonville. The most populous city in Florida and the largest city by area in the contiguous United States, Jacksonville is a haven for sports fans, offering the Jaguars (NFL), the Giants (basketball), and the Armada FC (soccer). Golf lovers will enjoy the annual Players Championship, as the PGA tour is headquartered here. Jacksonville's Time-Union Center is a popular destination for theater, the Jacksonville Symphony, and touring Broadway shows. The Florida Theater, built in 1927, is one of only four remaining high-style movie palaces built in Florida during that decade.

About an hour south is Orlando, one of Florida's largest and best known cities. It is home to some of the most visited vacation resorts in the world including Walt Disney World (hosting the Magic Kingdom, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, and two water parks), Universal Studios (with its Islands of Adventure and the Wizarding World of Harry Potter World), and SeaWorld. A bit further away, lies LEGOLAND in Winter Haven.

Housing in Crescent City tends to be very affordable, with the median listing price around \$229,000. Gorgeous properties can be found along the water, usually above \$500,000 but less than \$1,000,000. The high school serving the city, Crescent City High School, is a B school with strong parent-involvement programs, in addition to health sciences, chorus, band, welding, and ROTC. The middle and elementary schools of the area do well, and private schools are available.



For higher education, Stetson University is in Deland, St. Johns River State College in Palatka and Daytona State College in Daytona Beach. Other popular schools with a relatively easy drive include the University of North Florida, the University of Florida, Florida State University, the University of Central Florida, University of South Florida, University of Miami, and Florida International University. Crescent City is also home to the American College of Applied Science and its 20-acre Dream Pond Science Field Station and Reserve for animal science and behavior.



If you like to travel, Daytona Beach International Airport, Orlando International Airport, and Jacksonville International Airport are all within 100 miles of Crescent City. The world's second busiest cruise port—Port Canaveral—is just under two hours south. Of course, the best part of any trip is coming home to Crescent City.

If you like a quiet life away from the hurly burly of the big city, you will not find a better place to raise a family, become part of a welcoming community, and enjoy beautiful nature. The right candidate will be able to build a legacy—preserving what makes Crescent City special while creating a bright future for this wonderful community. Please apply!

HISTORY

South Putnam County was settled in the 1700's by English landowners, who established rice and indigo plantations along the St. John's River. The area that would become Crescent City was a part of the "Old Oliver Plantation," an 1,800-acre tract of land that was fully settled in 1852. Called Ellington at first, the land was home to Charles and Jennie Griffing and their business, C.R. Griffing & Company. The lake was known as Dunn's Lake, although Mrs. Griffing later changed it to Lake Crescent, because of its shape. Another area along the shore was surveyed, platted, and named Crescent City in 1876.

The St. John's River allowed steamships from Jacksonville to bring settlers, and the later implementation of rail services in 1886 allowed easier transport of local goods and increased traffic. This early economy flourished and became a stronghold for truck crops, citrus, and later, tourism. Further advertising by Griffing's Crescent City Real Estate Company brought significant waves of winter residents to Crescent City.

The City was incorporated in 1883, and by 1890, had a population of 554. Then came the "Great Freeze" of 1894–1895 which wiped out the citrus groves and caused many residents to abandon their holdings. Later, the Great Depression saw a stagnation in Crescent City in terms of construction and finances, as the local banks failed and residents struggled.

After World War II, the area fully recovered into a rural and agricultural stronghold once more. Its population peaked at a little over 1,900 in the early 1990s. The City served as the headquarters for Miller Enterprises which owned over 100 Handy Way Convenience Stores in southeast Georgia

and Florida. However, it closed its operation in 1995 when it sold its stores to The Pantry. When Inhome Medical also closed, much of the City's middle class sought new jobs elsewhere.

Currently the area has many agricultural exports. Nearby Eagle's Nest Grove is the oldest continuous organic citrus grove in Florida, covering 20 acres. The area's cut foliage is distributed throughout North America, supplying over 80% of that used in the US. It is also shipped overseas as one of Florida's leading export commodities.

1889 saw the birth of one of Crescent City's most famous residents, A. Philip Randolph, who later became a leader in the Civil Rights Movement. He organized and led the Brotherhood of Sleeping Car Porters, the first almost entirely black labor union. He was active throughout most of his life, directing the march on Washington, D.C., in 1963. It was the largest civil rights demonstration in American History. The City's Randolph Street is named after him.

DEMOGRAPHICS

See Table 1 on page 5 for Crescent City Demographics.

CLIMATE

Crescent City has a humid subtropical climate, with mild, dry winters and long, hot summers. The average winter lows are around 44°F, with highs around 68°F, while the average summer high is around 91°F, with lows around 73°F. The City sees above average annual precipitation at around 50 inches per year.

Table 1: Crescent City Demographics

Estimated Population: 1,542			
Distribution by Race		Distribution by Age	
White	68.0%	0 to 15	13.5%
Black	24.1%	15 to 25	13.2%
Asian	2.8%	25 to 45	20.7%
Native American	0.0%	45 to 65	22.6%
Two or More Races	5.1%	65 to 85	26.1%
Total	100%	Over 85	3.9%
Hispanic Ethnicity (all races)	9.5%		

Educational Achievement (Over Age 25)	
High School or Higher	73.3%
Bachelor's Degree or Higher	16.4%

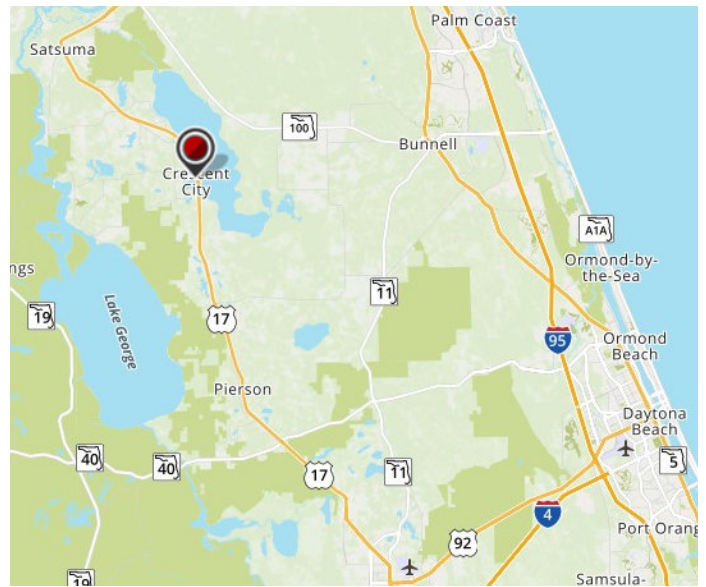
Educational Achievement (Over Age 25)	
Median Age-Crescent City	37.8
Median Age-U.S.	37.8
Poverty Rate	34.3%

Source: U.S. Census Bureau

Hurricanes strike Florida from time to time, especially during hurricane season (June 1 to November 30), though they are relatively rare for this area. Fortunately, Crescent City is far enough from the coast that their impact is limited.

GEOGRAPHY

Crescent City, located in Putnam County, is part of the Palatka Micropolitan Statistical Area and lies between two lakes: Crescent Lake to the east, and Lake Stella to the west. The City covers 2.1 square miles, of which 1.8 square miles is land and 0.3 square miles is water. Daytona Beach is an



hour southeast, Orlando is 90 minutes south, and Jacksonville is 90 minutes north.

One of Crescent City’s characteristics is Crescent Lake lies to its east and Lake George, the St. Johns River, and the Ocala National Forest to the west. This prohibits any east–west traffic. Further, I-95 (closer to the coast) carries most of the north-south traffic. In other words, Crescent City is not on a major traffic route, and that adversely impacts commerce.

COMMERCE

With the departure of Miller Enterprises and Inhome Medical, Crescent City depends heavily on agriculture, and the surrounding area to provide employment. As previously mentioned, its cut foliage is widely distributed. It is also a place where entrepreneurs and small businesses thrive. Some tourism remains and the City presently markets itself as the “Bass Capitol of the World.” See Table 2 on page 6 for more information about the area’s principal employers.

Table 1: Principal Employers, Putnam County, FL

Employer	Industry	Employees
Putnam County School District (K-12)	Education	1,520
Georgia-Pacific, Palatka Operations	Manufacturing	850
Putnam County Government	Government	679
NF Putnam Community Medical Center	Healthcare	520
St. Johns River Water Management District	Utilities	336
Walmart	Retail	300
Seminole Electric Cooperative, Palatka	Utilities	300
St. Johns River State College	Education	294
Palatka Health Care Center	Healthcare	215
Veritas Steel (f/k/a PDM Bridge)	Manufacturing	150

Source: Putnam County, FL 2018 CAFR

THE GOVERNMENT

The City operates under a Commission/City Manager form of government. The City Commission consists of five members serving staggered four-year terms. It focuses on creating a vision for the City, makes policy decisions, enacts ordinances passes resolutions, and adopts the budget and tax rates. It appoints the City Manager, City Attorney and members of City Advisory Boards. They serve as the Board of the Community Redevelopment Agency.

Historically, Commissioners have been long serving. One member of the current commission has served 35 years, one 25 years, one 2 ½ years, and two for less than a year.

Each of the members of the commission serves for the good of the community and has its best interests at heart. They are collegial, work well together, and are respectful of city staff. The City Commission serves as the Board of Community Redevelopment Agency and the City Manager

serves as the director. Future tenures will be limited to 16 years.

The City Manager is the chief administrative officer of the city responsible for the City’s day-to-day operations. The City provides all the typical functions of a city as well as operating a water, wastewater and natural gas utility. The City Manager’s duties include functioning as the Director of Planning and Zoning, the Human Resources Director, and the CRA Director,

as well as management oversight for utilities operations, code enforcement, and economic development.

Crescent City has 26 full-time employees and a 2019 General Fund budget of \$1.6 million, and enterprise funds for \$3.1 million. Another 1.1 million for capital outlay projects brings the total to \$5.8 million. The Community Redevelopment Agency budget is \$60,000 and is projected to be more than \$120,000 in FY2020.

THE CHALLENGES AND OPPORTUNITIES

Crescent City has managed its resources carefully and leveraging them with grants to provide an excellent quality of life, considering its means. At the same time, it has remained fiscally sound, and built strong reserves. It has not been able to do everything it would like. Managing the City’s resources in a prudent manner, balancing wants and needs, will continue to be a significant challenge.

Economic development is an important concern here. The community needs more business and commerce so it might grow and provide more amenities. At the same time, it needs to protect what makes it special. Its historic downtown offers something to build on. The lakes are a major attraction. The opportunity is there. It simply needs to find the right business / industrial mix to help it thrive.

The other significant challenge is also a tremendous opportunity for the right person. While the staff is very talented, it is also very small. Hence, the manager must fill many roles and juggle numerous responsibilities. It is an excellent opportunity to be close the public and see the direct impact of your work (as opposed to what happens in a large organization where you might sit atop layers of bureaucracy).

THE IDEAL CANDIDATE

The City is looking for an energetic, highly motivated manager with outstanding communications skills, a “can do” attitude, and a proven track record of achievement. With a small staff and much to be accomplished, the individual will need to be knowledgeable of many functions of government as well as a quick learner. He/she will be a leader (not a bureaucrat) and problem solver who is intelligent, upbeat, friendly, outgoing, organized, positive, cheerfully persistent, patient, and progressive—someone who is visionary yet down to earth and practical. The individual will value and protect Crescent City’s small town feel while helping it change in positive ways. He/she will have a sense of urgency and not accept the glacial pace of many governments. The manager will believe in transparency and have unquestioned honesty and integrity.

The City Commission is seeking someone to work with it as a partner, a supporter and a trusted advisor. It wants a consensus builder who keeps the elected officials well informed, and presents recommendations as well as options. He/she will earn their trust and be comfortable telling them what they need to hear, not what they want to hear. The individual will understand politics, its role in government and the community, but not be involved in it.

The ideal candidate will be a promoter in the positive sense of the word. As noted, the City has many fine attributes but needs to tell its story. The manager will need to encourage the right kind of development while keeping the public informed and earning its trust. The individual will relate well to and understand the needs of the business community. He/she will understand the impact of municipal policy on commerce. Growing existing businesses and bringing the right kind of new businesses to Crescent City will be critical to the City’s future. Doing so will require working with businesses to facilitate growth and remove the obstacles that prevent it or slow it down. The key will be to make it easy for people to do business in Crescent City, and to treat them in a way that makes them feel welcome.

The individual will have outstanding communication skills. He/she will be able to break complex issues into simple pieces and explain them in terms that everyone can understand. The ideal candidate will realize that listening, tact and finesse are often more important than simply providing the correct answer. The manager will believe strongly in providing outstanding customer service and lead by example. He/she will understand how to work with people and to resolve problems in a timely manner. The customer is not always right but does deserve to have

his/her concerns heard and for the City to make an effort to resolve them.

The individual will collaborate with staff and not just provide direction and delegation but empower the staff. Micromanagement will not be a word in the manager's vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. Accountability will be important.

The manager will have strong analytical skills and he/she will be constantly seeking for ways to improve operations. The individual will be technologically savvy and realize the importance of incorporating modern business practices and information systems into the daily workflow.

The individual will be a strategic thinker and planner. The ideal candidate will be professional while being comfortable in the community. The ideal candidate will interact extremely well with the public. Outstanding people skills will be critical. The individual will not be someone who sits behind his/ her desk all day and directs traffic. Rather he/she will spend time in the community meeting with residents and businesses, actively listening to their concerns and working towards finding ways to make Crescent City more attractive and inviting to everyone.

The ideal candidate will have a proven track record in finance, particularly in budgeting and

grants. Excelling in intergovernmental relations will be critical, as Crescent City needs to work with others to leverage the resources it has. Experience in a small city is highly desirable as is experience with disaster management. Florida experience is preferred but not mandatory. The ideal candidate will have at least five years' experience as a City Manager or an Assistant City Manager. The individual is expected to have at least a bachelor's degree in business administration, public administration, urban planning or a related field.

COMPENSATION

Crescent City is a small community and the salary range is firm at \$65,000 to \$80,000. Actual salary will depend on qualifications. A performance bonus is possible and the City will pay at the top of the



range for a highly skilled and experienced City Manager. Benefits are excellent.

THE MOST RECENT CITY MANAGER

The current City Manager is retiring after serving almost ten years with the City as the City Manager and another three as the Assistant City Manager.

INTERNAL CANDIDATES

We do not anticipate any internal or local candidates.

RESIDENCY

The City Manager is not required to live within the city limits but it is expected that he/she will do so.

HOW TO APPLY

E-mail your resume to Recruit49@cb-asso.com by November 20th. Faxed and mailed resumes will not be considered.

Questions should be directed to Colin Baenziger at (561) 707-3537 or Rick Conner at (915) 227-7002, David Collier at (772) 220-4320.

CONFIDENTIALITY

In Florida, once a candidate has forwarded a resume, the application is a public record and subject to disclosure. As a practical matter, the media rarely covers positions of this nature until semi-finalists are named, and often do not cover the search at all.

THE PROCESS

Applications will be screened between November 21st and December 18th. Finalists will be selected on December 19th. A reception and interviews will be held on January 2nd and 3rd. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

Crescent City is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will be awarded per Florida law.

ADDITIONAL INFORMATION

For additional information about the city visit:

<http://www.crescentcity-fl.com/>

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EXECUTIVE RECRUITING