



City Manager Position Open - Apply by July 31, 2015



Welcome to Fernandina Beach, Florida! Incorporated in 1825, this quaint, seaside, north Florida city has a rich cultural history and is the home to a vibrant historic district characterized by numerous shops, attractive bed and breakfasts, many fine restaurants, a farmers' market, stately oak trees and Spanish moss. It is a cosmopolitan community of friendly people and home town pride.

Fernandina Beach's fame is at least partially attributable to its location on Amelia Island. Known as the southern jewel of the Sea Island chain of barrier islands that stretch from South Carolina to Florida, the Island has 13 miles of pristine, uncrowded beach and native wildlife. Its Appalachian quartz sand is a sand castle builders dream. Every winter the adjacent waters provide sanctuary to the migrating and rare North Atlantic right whales. This area is also where these 55 foot long mammals give birth and nurse their young. Amelia Island is natural beauty at its best.

Needless to say, one will not lack for things to do. All told, the Island and Fernandina Beach boast more than 70

independent restaurants ranging from fine dining to charming bistros. The local favorites provide a blend of ethnic influences with some of the freshest seafood available anywhere. We just missed the Isle of Eight Flags Shrimp Festival held annually in May.

The area is host to numerous other festivals and events. To list but a few, February brings the Book Festival. April offers the Garden Show. In addition to the Shrimp Festival, May brings the Wild Amelia Nature Festival. The Film Festival debuted this past month. The Blues Festival is in September and the Jazz Festival in October.

For motoring enthusiasts, the Amelia Concours d'Elegance and the Annual Amelia Cruisers Car Show will delight. The former is a posh event held in February on the lush greens at Summer Beach Resort. There the 10th and 18th golf fairways are lined with millions of dollars worth of gleaming, glitzy collector automobiles. Whether you like speed, flash or elegance, around 250 vehicles are showcased. Other events such as dinners, road tours, seminars, workshops, two auto auctions, and a silent auction for charity, accompany the show. The Cruizer's Car Show, on the other hand, is a one day event held in October where special collector vehicles are showcased along Centre Street in downtown Fernandina Beach.

For the more active; hiking, kayaking, jet skis, sailing and surfing are popular. The City operates a public marina and the fishing in the area is outstanding. For the golfer, the City offers 27 holes. Two private clubs in the City provide another 36 holes. On the rest of the Island are four 18 holes courses and one 14 hole course. The City also offers an outstanding recreation program.

If you have a family, the City has a low crime rate and the schools are very good. The latter are part of the A rated Nassau County School District. Within the City are two elementary schools, a middle school and high school. The private St. Michael's Academy is also located in Fernandina Beach. Local medical facilities are



in Fernandina Beach are highly regarded and led by Baptist Medical Center Nassau which has 24-hour emergency care as well as 24 different specialty and associated clinics. An average home in the City costs between \$300,000 and \$400,000 and you can easily spend into the millions.

Fernandina Beach is an easy place to get to and from. It is located on Interstate 95 on the south side of the Florida/Georgia border. To the east is the Atlantic Ocean and to the north lies the State of Georgia. To the west is unincorporated Nassau County. Just 35 minutes south is Jacksonville International Airport, a jumping off point to virtually anywhere in the world. A bit further is metropolitan Jacksonville with its myriad of entertainment including theater, symphony and professional sports including the NFL's Jacksonville Jaguars. Educational opportunities also abound in Jacksonville.

In addition to a number of private colleges and specialty schools, Jacksonville hosts Florida State College at Jacksonville and the University of Northern Florida. If you like to cruise, the Port of Jacksonville offers a limited number of cruises. Two hours further are the attractions of Orlando. Port Canaveral, soon to be the largest cruise port in the world in terms of passenger volume, is three hours south of the City.

All in all, Fernandina Beach and Amelia Island are a great place to live, work, play and raise a family. They are easy to reach and impossible to forget!

History

First inhabited by the Timucuan Indian tribe, Fernandina Beach and Amelia Island have known eight different flags to fly over it since France claimed it in 1562. Just three years later, the Spanish began their first occupation. They were there until 1763.

The third flag aloft was the British, raised by James Oglethorpe. He claimed the area for England and named it after King George II's daughter, "Amelia". The British occupation lasted until 1783, when the Spanish laid claim to Florida once again. During the second Spanish occupation, the area known as "Old Town" was given its name, Fernandina, in honor of King Ferdinand of Spain. In 1811, Old Fernandina was thriving due to its proximity to the United States.

However, Fernandina was also a haven for smuggling and slave-trading and that led to trouble with the neighboring United States. Of the multiple flags that flew overhead in this era, the first two were the Patriots' flag in 1812 and Green Cross of Florida in 1817. Later in that year, a pirate named Luis Aury raised the Mexican flag unbeknownst to the Mexican government. From 1821 onward, the United States flag flew except for a brief period during the Civil War.

In 1853, the City's activity moved south to take advantage of the new Florida Railroad. By 1857, the City had developed into a thriving community attracting free-booters, pirates and smugglers. By the late 19th century, Fernandina had become a major Florida port.

Around the turn of the 20th century Fernandina Beach flourished as a popular playground for tourists. Then as tourism began to move further south, progress slowed. Old Victorian homes and buildings were not replaced but repaired. This situation left the City a wonderful heritage including a 50-block area of downtown which is listed on the National Register of Historic places.

Fernandina Beach was rediscovered by the wider world in the 1950s. Since then the growth has been dramatic and fueled by tourism. Today, two nearby paper mills bracket the City and use the port to ship their goods. Table I shows the population growth in Fernandina Beach:

Table I: Fernandina Beach Population Growth

| Year | Population |
|-----------|------------|
| 1950 | 554 |
| 1960 | 7,276 |
| 1970 | 6,955 |
| 1980 | 7,224 |
| 1990 | 8,765 |
| 2000 | 10,549 |
| 2010 | 11,487 |
| Est. 2014 | 12,103 |

Source: U.S. Census Bureau

Demographics

Fernandina Beach’s 2010 population of 11,487 is relatively evenly spread among age groups. 23% are age 24 and younger, 14% are between 25 and 39, 30% are between 40 and 59 and 32% age are over 60. The population’s median age of 50 is significantly older than the median age of 36.8 for the United States as a whole. 83% of the population is classified as Caucasian, 12% African American and the remaining 5% are a variety of other races. In terms of ethnicity, 5% self-identifies as Hispanic or Latino of any race. Owner-occupied housing units make up 67% of the housing. The average household size is 2.2 persons and the average family size is 2.7 persons. Of those persons 25 and older, 88% have a high school diploma and 23% have a bachelor’s degree or higher. The average family income is \$53,838 with 10% of all families falling below the poverty level.

Geography

Fernandina Beach is the most northeastern point in Florida. It is located in Nassau County and was the county seat until the offices moved to nearby Yulee. To the north, across the water, lies Georgia and the internationally known Cumberland Island National Seashore. To the east is the Atlantic Ocean and to the south and west lies unincorporated Nassau County. The City covers 14 square miles, all of which is land and is between 20 to 25 feet above sea level.

Climate

Fernandina Beach’s climate is considered to be “Humid Subtropical” which is characterized by relatively high temperatures and evenly distributed precipitation throughout the year. Summers are usually somewhat wetter than winters, with much of the rainfall coming

from thunderstorm activity. The coldest month is usually quite mild, although frosts are not uncommon, and winter precipitation is derived primarily from polar fronts.

Hurricanes are quite rare in the region and Fernandina Beach was recently named the 10th safest city in Florida (out of a little more than 400). Hurricane Dora was the last to strike in 1964 and was also the only hurricane to visit the area during the 20th Century. The City also ranks in the top ten in terms of least storm damage and lowest flood scores.

Commerce

As one might expect of an historic beach community Fernandina Beach’s economy is dominated by tourism and the service sector is its largest employer. Some industries have thrived over the years. The Nassau County Economic Development Board (formed in 1995) has been active and reasonably successful. Table III, on page 5, lists the top employers in Nassau County.

Of particular note are the two large paper mills along the Amelia River and between which Fernandina Beach’s historic district is sandwiched. Rayonier’s Performance Fibers, Fernandina dissolving sulfite mill produces 155,000 metric tons of chemical cellulose. These high purity wood pulps are used in manufacturing photographic film, cigarette filters, whipped topping, eyeglass frames, vitamins, rayon fabric, kidney dialysis filters, toothpaste, and ice cream.

The RockTenn Company operates a large mill and at a level of more than 8 million tons annually, it is the second largest producer of containerboard in North America. The Fernandina Beach facility produces both linerboard and corrugating medium which are used together to make new containerboard for packaging and other uses.

Table II: Climate Data for Fernandina Beach

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Average High °F | 64 | 66 | 72 | 77 | 83 | 88 | 90 | 89 | 86 | 79 | 71 | 65 |
| Average Low °F | 45 | 47 | 52 | 58 | 66 | 71 | 73 | 74 | 72 | 64 | 54 | 47 |
| Precipitation Inches | 3.0 | 3.2 | 3.6 | 2.8 | 3.2 | 5.5 | 5.8 | 5.9 | 7.5 | 2.3 | 2.3 | 2.8 |

Source: Weatherbase

The Government

Fernandina Beach’s Mission Statement reads, “We are dedicated to exceptional service to the community to enhance the quality of life, and provide for the well-being of our citizens, guests and environment, while preserving our history. We will achieve this mission through recruiting and retaining quality employees, teamwork, community involvement, civic duty, fiscal stability, caring, integrity, fairness, responsible planning and a commitment to excellence.”

Fernandina Beach uses the Commission/Manager form of government. The City Commission is composed of five members and is the legislative branch of government. The Commission appoints a City Manager to provide administrative leadership and manage the day-to-day functions of the city. The Commission also appoints the City Attorney and City Clerk. Commissioners are elected at large on a three-year rotation. The current Mayor and one other Commissioner are up for election this year. One seat is up in 2016 and two seats in 2017. The Mayor and Vice-Mayor are appointed each year by the Commission. A ballot initiative to be voted on this fall proposes to move the Commission to staggered four year terms. Commissioners all care about their community and while they differ on approach, all want the best for their city.

Table III: Principal Employers, Fernandina Beach, 2013

| Rank | Employer | Industry | # of Employees |
|------|----------------------------------|---------------|----------------|
| 1 | Nassau County Schools | Education | 1,500 |
| 2 | Nasau County Governement | Government | 670 |
| 3 | Omni Amelia Island Plantation | Hospitality | 630 |
| 4 | The Ritz-Carlton (Amelia Island) | Hospitality | 560 |
| 5 | FAA | Aviation | 461 |
| 6 | Rock-Tenn | Manufacturing | 440 |
| 7 | Baptist Medical Center | Healthcare | 410 |
| 8 | Wal-mart | Retail | 410 |
| 9 | Rayonier | Manufacturing | 280 |
| 10 | Care Centers of Nassau | Healthcare | 250 |

Source: Nassau County Economic Development Board

Fernandina Beach provides all the typical city services: City Clerk; Community Development; Finance; Fire/Rescue; Facilities. Fleet and Street Maintenance; Parks and Recreation; Police and Utilities (water and wastewater) and more (an airport, a cemetery, a marina, and 27 holes of golf). The City employs 165 full-time, 68 part-time and 35 seasonal employees. The largest departments in terms of full-time employees are Police (40 employees), Fire/Rescue (31 employees), and Utilities (24.5 employees). The Golf Course is operated by Billy Casper Golf and the Marina by WestRec.

The City’s General Fund budget for FY 2014-15 is \$17,101,200 and its total budget is \$102,584,300. The former has a reserve balance of 25.3%. The property tax rate is 6.1021 per thousand dollars with an additional 0.2642 of voter approved debt. The City’s total assessed value was \$1.984 billion, up 3% from the prior year. By comparison, the total assessed value rose steadily from \$1.717 billion in 2001 to \$2.467 billion in 2008 before dropping back and bottoming out in 2013 at \$1.926 billion.

The Challenges and Opportunities

Fernandina Beach’s challenges are not unique but nonetheless daunting. First and foremost, a divide in terms of goals and expectations exists between the City’s progressive and conservative residents. The latter are concerned about change – they see the growth in tourism and wonder what the benefit to them is. The former want to preserve and build on Fernandina Beach’s heritage and culture and bring new life to the City. In particular, some feel the City has been overly focused on the historic downtown area while the others see it as the critical piece that, if properly handled, will generate prosperity for the entire City. The differences have sometimes also manifest themselves in the desire for new development and for funding of projects.

The second challenge is a manifestation of the first and that is finishing the City's waterfront. It has been discussed for 20 years and there is general agreement that it needs to be done. Differences exist, however, on how to proceed, and how to fund it.

The third challenge is infrastructure generally and stormwater in particular. The City needs to spend approximately \$17 million to refurbish and upgrade the stormwater system. Again, there is general agreement that the work needs to be done. The question is, should the City wait and utilize a pay as you go strategy or bond the debt and fix the system. A number of the City's buildings also need to be refurbished.

The City also hopes to improve its relationship with the County and to partner with it to optimize the use of resources. For example, the Fire Departments from both jurisdictions serve portions of Amelia Island and they do work together. Presently each department has a ladder truck stationed on the Island. These trucks are old and will need to be replaced. Further, very few locations on the Island would require a ladder truck if a fire were to break out. Perhaps the departments could share a ladder truck instead of both investing, upwards of \$1,000,000+ in new trucks.

The Ideal Candidate

The City Commission is seeking an outstanding leader and manager with a demonstrated track record of achievement. The individual will be a consensus and a team builder – someone who knows how to balance competing points of view, to find common interests and to bring people to consensus. As noted, the elected officials all want what is best for the community – the trick is to get people to agree on how to do that and then to get it done. It will also be important to develop strategies that communicate clearly to the residents how projects will benefit the community as a whole and them in particular. Great ideas can, after all, fail in the court of public opinion if the voters do not understand how the idea will



enhance the community. He/she will realize that giving the credit to others is often the best way to get things done. The Commission wants someone to work with it as a partner, a supporter and a trusted advisor. The individual will insure all the Commissioners have the same information at the same time and that there will be no surprises.

At the same time, the ideal candidate will recognize that community support is important in the City's decisions. He/she will act as a spokesperson, presenting the Commission's plans to the community and obtaining feedback. The individual will recognize that no one has a monopoly on knowledge, that input is important and that the diversity of opinions citizens bring will only make the projects and programs better. As such, he/she will be approachable, receptive, open, honest and transparent. The manager will have excellent communications skills and know how to relate to a wide variety of groups. In other words, he/she will know how to speak both "Northern" and "Southern" and how to bridge divides.



Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, a core principle and a way of life. She/he will be someone who leads by example and encourages the staff to find ways to get to yes.

The manager will also be someone who is analytical and, while respectful of the past and of current processes, always asking if there is a better way to conduct business and to solve problems. Analytical skills, as well as a knowledge of how to utilize information technology to optimize process and inform the public, will be very important.

Internally, the manager will delegate and encourage an environment where creativity will flourish. The individual will recognize talent, mentor that talent and be confident enough to then step back and let the staff member do their jobs. The ideal candidate will give assignments and set broad performance parameters but will also expect results and hold employees accountable.

In terms of specific skills, the individual will have demonstrated success in management, finance, economic development and redevelopment. Knowledge of and experience with intergovernmental relations will be important to the individual's success. Personally, the individual will be intelligent, upbeat, friendly, outgoing, organized, and positive – someone with a "can do" attitude and is visionary yet practical. She/he will also be consistent, cheerfully persistent, high energy, and a definitely not a bureaucrat.

The position requires a Bachelor's degree in business administration, public administration, public policy or related field and seven to ten years of increasingly responsible experience as a senior level government or private sector executive. A Master's degree is preferred.

The Commission plans to make a commitment to the candidate and hopes the selected individual will make a long term commitment to the City. This position should not be viewed as a stepping stone but as a gem in its own right.

Compensation

The salary range is \$100,000 to \$140,000.

The Current City Manager

The current City Manager is leaving after three years on his own volition. We do not anticipate any internal candidates although it is a possibility.

Residency

Residency within the City limits is required within 30 days of becoming the City Manager.

How to Apply

E-mail your resume to Recruit49@cb-asso.com by July 31st. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

The Process

Applications will be screened between August 1st and September 2nd. Finalists will be selected on September 8th. A reception and interviews will be held in late September. The City Manager will be selected shortly thereafter.

Other Important Information

The City of Fernandina Beach is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. The reality is that applications are seldom requested by the press until after the closing date. A veteran's preference will be awarded if applicable under Florida law.

Additional Information

For additional information about the City of Fernandina Beach, visit: www.fbfl.us.

