



Gainesville, Florida

Director of Human Resources

Apply by November 8, 2013

If you are a creative, progressive and proactive individual who likes a challenge and who is always looking for ways to take their organization to the next level, this job is for you!

Background

Gainesville is a dynamic, energetic and exciting community located in north central Florida. Home to the University of Florida and Santa Fe College, Gainesville is unlike any other city in Florida and probably anywhere else. It is the population center for the region and the county seat for Alachua County. The closest larger cities are Jacksonville (70 miles to the northeast), Orlando (115 miles to southeast) and Tampa (130 miles southeast). The University of Florida (UF) is the seventh largest public university in the United States in terms of enrollment (almost 50,000 students) and the third largest in terms of campus land

area. Santa Fe College, adds another 17,000 students to the community. The result is the median age in the City is 24.5 and young people play an enormous role in social and commercial aspects of the City. Together with the educational institutions, they create a vibrancy, curiosity, innovation and progressiveness seldom found in a community.

The City itself has a southern charm with historic neighborhoods, many restored buildings in its downtown and Spanish moss hanging from 100 year old live oak trees. Local public schools are excellent, housing is reasonably priced and crime is low. Cultural opportunities are abound. The Florida Museum of Natural History, Harn Museum of Art, Hippodrome State Theater and the Curtis M. Phillips Center for the Performing Arts are major cultural venues. Smaller but important theaters include the Acrosstown Repertory Theater and the Gainesville Community Playhouse, the

latter being the oldest community theater in Florida. The City is also well known for its medical facilities. Shands Healthcare is a medical network and its hospital facilities were named in 2007 in U.S. News and World Report as one of the 50 best hospitals in the nation. The City is proud of its wellness and has been recognized as the “Healthiest Community in America by the Wellness Councils of America. Sports are an important aspect of the community, and the Florida Gators have won three national championships and eight SEC titles in the 106-season history of their varsity football program. Currently they are ranked 11th in the nation and are routinely considered to be one of the nation’s best football teams. The City is not far from other cities with premier professional teams. Recreational opportunities also are readily available in the City and nearby. Further, the Gulf of Mexico, the Atlantic Ocean and Orlando’s many attractions are only 90 minutes away. If you like to hop on a plane, American, Delta, United and U.S. Airways all serve the City via the Gainesville Regional Airport. Further, you can easily catch a cruise ship from Jacksonville and Tampa. The cruise ports of Cape Canaveral, Fort Lauderdale and Miami are a bit further away.

History

Gainesville was founded in 1853 on the proposed route of the Florida Railroad’s line stretching from Cedar Key to Fernandina Beach. As the line neared completion, the town began to grow rapidly. Following the Civil War, the City prospered as an important cotton shipping facility. Two more railroads had reached Gainesville by the 1880s, and citrus and vegetables had become important local crops. However, the citrus industry ended when the great freezes of 1894–95 and 1899 destroyed the crops. Phosphate mining and lumbering became important parts of the local economy. A manufacturing area also grew up south of downtown, near the railroads.

Major changes came to Gainesville early in the 20th century. The University of Florida opened with 136 students in the fall of 1906. Citizens felt that the city did not have sufficient resources and powers to provide the services demanded in a growing city. In 1905 the city offered its first bond issue and the money was used to



start a sewer system and pave important streets. When private companies were unable to provide adequate electric service to Gainesville, the city built a generating plant, which became operational in 1914.

Gainesville participated in the national economic boom that followed the end of World War I. The City remained solvent throughout the Great Depression and unemployment was lower than in most of the country. Agriculture continued to be a mainstay of the local economy and the University of Florida, with about 1,000 employees and 2,000 students, helped stabilize the local economy.

Changes in city government occurred in the 1920s. The city changed its charter to add a city manager. The police force was increased from three men to nine, and a desk sergeant was available to answer a telephone 24 hours a day. Increasing demand for electricity led the city commission to consider contracting with Florida Power and Light rather than issuing bonds to expand the city generating capacity, but voters passed an amendment to the city charter forbidding any such deal.

World War II brought economic and population growth to Gainesville. Even before the United States entered the war, the opening of Camp Blanding brought soldiers and their families to the City. The airport, which was built with New Deal money in the 1930s was improved and became Alachua Army Airbase. Agriculture prospered and local industries received contracts for producing military supplies. Building construction also increased. The university was used to train enlisted men, air cadets and officers. The end of World War II brought even more growth to Gainesville and, with the G.I. Bill, enrollment at the University of Florida boomed. In fact, the

population of Gainesville doubled from 1940 to 1950 and Gainesville Regional Utilities had to dramatically expand its water, sewer and electric capacity. By the end of the century the University of Florida had an enrollment of 44,000 students, had been admitted to the prestigious Association of American Universities, and had become one of the major research institutions in the south.

The County and City also changed dramatically in these postwar years. By 1970 Alachua County had 104,000 inhabitants with three-fourths of them residing in or around the Gainesville city limits. As the retail stores and merchants moved to large malls around I-75 and outside the City, the population began to shift as well and Gainesville's downtown area became a professional and government center. In the 1980s a number of its neighborhoods became historic districts thus preserving their unique residential character and protecting the Victorian homes. These preservation efforts spurred the City's willingness to sponsor and financially support significant restoration projects like the Thomas Center, the Hippodrome, the Seagle and the American Legion buildings. A new courthouse with an outdoor plaza, a new library and a five-story Union Street Station were built, while older buildings like the Star Garage, the Florida Theater and the Bethel Gas Station were restored. As a fitting climax to these revitalization efforts Money Magazine in 1995 named Gainesville as the "Most Livable city in America."

Table I: Gainesville Principal Employers

Rank	Employer	Employees
1	University of Florida	14,723
2	Shands HealthCare	12,588
3	Veterans Health Administration	4,317
4	School Board of Alachua County	4,299
5	City of Gainesville	2,200
6	Publix	2,056
7	North Florida Regional Medical Center	1,700
8	Nationwide	1,300
9	Alachua County	1,120
10	Santa Fe College	796

Source: Gainesville 2011 CAFR

Commerce

The economy of Gainesville, seen from Table I, is driven primarily by education, healthcare and government.

Demographics

The population of Gainesville was 125,365 in 2011. The population of Gainesville was 124,354 in 2010, a 30.3% change from 2000. There were 48,800 households, with 2.2 persons per household and a median household income \$30,036. The per capita income was \$18,909. Children under the age of 5 were 4.4% of the population, under 18 13.4%, and people 65 years or over were 8.3% of the population. The median age is approximately 24.5 years old. Racially, 65% of the population was white, 23% black, 7% Asian and the remainder were other races or two or more races. 10% were Hispanic (all races).

The latest available Census estimates suggest 84% of residents spoke English as their first language while 8% spoke Spanish, 4% an Indo-European and another 4% an Asian or a Pacific Islander language as their first language. 89% of those over 25 have at least a high school degree while 22% have a bachelor's and another 23% have a graduate or master's degree.

Climate

Gainesville's climate is defined as humid subtropical. Summers are wet and warm with high temperatures in the 90's. From October through May, however, the Gainesville area has a climate distinct from peninsular Florida with occasional freezing temperatures at night and sustained freezes occurring every few years. The all-time record low of 10 °F was reached on January 21,

1985, and the City was struck by a substantial snow and ice storm on Christmas Eve, 1989. Snow was also recorded in 1976, 1996 and again on December 26, 2010. Tropical storms rarely have any significant impact on the area.

Geography

Gainesville is located in North Central Florida at roughly the same latitude as Houston, TX. It has a total area of 49.1 square miles of which 48.2 square miles is land and 0.9 square miles is water.

The Government

The City Commission is comprised of a Mayor and six commissioners. The Mayor and two commissioners are elected at large while the other four commissioners represent districts. All serve three year terms and are limited to two terms. The government follows the traditional council-manager plan and has six charter officers which include the City Manager, City Attorney, City Auditor, Director of the Office of Equal Opportunity, General Manager of Gainesville Regional Utilities and the Clerk to the Commission.

Although part of the City, Gainesville Regional Utilities (GRU) is a very large component of the government and is in many ways viewed as a separate entity from the rest of the city government (hereinafter the City). It is also important to note that it serves a significant customer base in the unincorporated County. Both the Utility and the City are in good financial condition although the situation is complicated by the relatively large amount of tax exempt property within the City limits owned by the University of Florida and by Santa

Table II: Climate Data for Gainesville, FL

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	66	69	75	80	87	91	92	91	89	82	75	68	80.4
Average Low °F	43	46	51	56	63	70	72	71	68	60	53	46	58.3
Precipitation in Inches	1.9	3.9	3.9	3	3.7	5.9	5.3	6.7	5.3	1.9	3.9	3	49.5

Source: The Weather Channel



Fe College. The budget for general government is approximately \$105 million and the total budget for the City is approximately \$250 million. GRU adds another \$390 million. The City has approximately 1,300 employees while the Utility adds another 840. The City provides all the traditional services except water, sewer, gas, electric and cable which are provided by the Utility. The City also provides a regional transit (bus) service and has a golf course.

The City and GRU leaders are both innovative and forward thinkers. Embracing change is a way of life; whether to grow the business or to make it more competitive. Recently and in conjunction with the Human Resources/Organizational Development Department (HR/OD), both the City Manager and the General Manager have established Customer Service Excellence Programs as an identified link to organizational effectiveness. Both organizations truly want the best for their residents, customers and employees. Hence, HR/OD is an incredibly important and valued department suited to partner and focus on the needs of the organization.

The Human Resources Department/ Organizational Department

The HR/OD Department is extraordinary in that it is extremely progressive and the City expects the new director to continue this trend. The HR/OD Department exists to provide added value to the City of Gainesville through proactive and progressive human resources and organizational development processes that enhances the employment environment in cost effective ways. Its vision is to be a world-class Human Resources Department that provides amazing customer service by a seamless group of employees that work as a team and have fun.

The Department currently has 26 positions which are funded through both the General Government and the Utility budget. Its primary functions are: Staffing Services, Labor Relations, Operations and Employee Relations, Classification and Compensation, Administration and Learning and

Development. Learning and Development provides robust training opportunities through Gainesville Corporate University (GCU) and Leading Innovation for Tomorrow (LIFT), a comprehensive leadership development initiative. Risk Management is not part of HR/OD, but works closely with the Department. HR/OD is responsible for negotiating seven collective bargaining agreements for five (5) unions.

The HR/OD Department is valued and highly respected. In fact, in the past two annual Employee Opinion Surveys, HR/OD employees gave their department the highest overall satisfaction rating. The diverse staffs are highly competent without significant functional or performance deficiencies. The staff takes prides in sustaining practices that fosters an inclusive work environment and values work/life balance and its employees as family. The City prizes the services the Department provides and only wants it to get better.

The Challenges

While the Human Resources Director position is an exciting opportunity for a creative and dynamic individual, it is not without its challenges. First and foremost, the Director wears many hats and serves many roles. One of the most significant roles is the dual reporting to the City Manager and the GRU General Manager. While both are supportive and excellent to work with each have specific strategic goals and challenges that require individualized strategies. The other leaders in the organization also have important needs which cannot be ignored or minimized.

Another challenge is the large utility operation that adds a degree of complexity not found in many organizations. Its staff is highly technical and meeting the organization's staffing needs is no simple matter. Recruiting and retaining highly skilled craft employees can be challenging, especially when in the next five years 38% of its workforce is eligible to retire.

The Ideal Candidate

The City is seeking a motivated, experienced, enthusiastic, energetic, proactive, collaborative, creative

and dynamic leader who will serve as a strategic partner for both government and utilities leadership to continue the effort to move the organizations forward. The ideal candidate will possess a high degree of integrity and will see things as they might be / should be and not just as they are. As such, he / she will be a visionary who will be able to inspire others to visualize a better future and then to act on that vision.

The Director will be a strong individual who can make his/her points but also someone who knows how and when to approach issues collaboratively, incrementally and with discretion. Personality and patience will be important given all the leaders the individual will work with. With multiple priorities not to mention the need to fight fires (figuratively speaking), it is also important that the individual be able to deal with what some might consider a certain amount of chaos. This job is not for someone who is content with following established procedures and processing paper.

Customer service and employee growth and development will be ways of life for the successful candidate, not just catchy phrases. He /she will be articulate and have outstanding communication skills. The Director will be both an excellent writer and listener. The individual will be equally comfortable speaking to a highly educated professional as well as someone who did not graduate from high school. Most importantly, he/she will have a genuine interest in people and in helping them progress to reach their maximum potential.

The ideal candidate will have a demonstrated track record of accomplishment and experience with all aspects of organizational development and human resources. He/she will probably have a master's degree in management, human resources or a related field. The individual will have at least fifteen years of experience in organizational development and human resources, 10 years of which will be in progressively more responsible managerial positions. Experience in the public sector and with utilities is important but not mandatory. We are looking for the right leader and partner with the right skill set wherever that person may be. Still, given the nature of the position – the Director has two bosses,

must interact with numerous charter officers, is often in the political arena and must deal with five (5) unions and must manage seven (7) collective bargaining agreements – it is felt that public sector experience is extremely desirable as is experience with unions. Add the fact that the selected candidate will be constantly juggling priorities, personalities and assignments; it is clear that this job is not for the inexperienced or faint of heart. This search is truly national in scope and experience in Florida is not a requirement. The individual will also be knowledgeable of strategic planning and experienced in supporting those efforts. Finally, the Director will need thick skin and be an outstanding negotiator.

Compensation

Salary commensurate with experience and the salary range is \$87,470 to \$131,206. Benefits are excellent and Gainesville has its own pension plan.

The Outgoing Director

The outgoing director is retiring after 20 plus years of service and leaving large shoes to fill.

Residency

Position requires residency within City limits.

How to Apply

E-mail resume to Recruit22@cb-asso.com by November 8, 2013. Questions should be directed to Sean Baenziger at (561) 351-9350 . Applicant materials sent to the firm via regular U.S. mail or facsimile will not be considered.

The Process

Applicants will be screened between the middle of November and the beginning of January. Interviews will be held on January 16th and a selection made shortly thereafter.

Other Important Information

Gainesville and Gainesville Regional Utilities are equal opportunity employers and encourages women and minorities to apply. 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