Welcome to the City of
Gainesville, FL

CITY OF
GAINESVILLE
every path starts with passion
FLORIDA

Estimated 2016 Population: 125,661

Geographically, and in the hearts and minds of residents, Gainesville is at the center of Alachua County and North Central Florida. Mother Nature has graced the area with rolling hills, lakes, upland forests, hammock and prairie, creating a natural playground with the landscape surrounding Gainesville. The area is blessed with parks like Paynes Prairie, the San Felasco Hammock Preserve and Devil's Millhopper; just three of many such places that offer incredible sanctuary to wildlife, and also provide activities that simply do not exist anywhere else.

Gainesville is a dream destination for outdoor enthusiasts; with world-class fishing, canoeing, diving and kayaking – and that is only the water activities! Take to the land for birding, hiking, biking, and the unique adventure of climbing trees with a local company that provides fun, safe, year-round tree-climbing events. Marvel at the unusual Devil's Millhopper Geological State Park, where boardwalks are placed over streams that flow into a limestone sinkhole, and then watch the water disappear underground. Another popular spot is the Kanapaha Botanical Gardens, where giant Victoria lilies grow in the wetlands, with some leaves reaching up to three meters in circumference! The Santa Fe College Teaching Zoo allows for an up-close look at the

wildlife, during a student led tour that showcases what working with zoo animals is all about.

Gainesville's downtown is the heart of the city, with a quintessentially quaint gathering of shops, restaurants, theatres and parks. The city can feel both lively, yet personal at the same time. During the day, take a stroll down tree-lined streets, where Spanish moss drapes from 100-year old trees, and then stop for live music at the Bo Diddley Community Plaza. Wednesdays on the Plaza, offers stalls of vendors selling locally grown vegetables and fresh-baked pastries at the Union Street Farmer's Market, an open-air collection of mainstream retailers as well as one-of-a-kind boutiques. As night approaches, browse the one-of-a-kind shops and fun boutiques around the Union Street Station Pedestrian Mall. There is mouth-watering cuisine at a number of restaurants ranging from Cuban pastries to sushi. Then, take in a play or movie at the well-known Hippodrome State Theatre, or visit a smaller but important theater including the Acrosstown Repertory Theater and the Gainesville Community Playhouse, the latter being the oldest community theater in Florida.

Just like downtown itself, there's something for everyone in Gainesville! Each year, Santa Fe College hosts the Spring Arts Festival, where you can view and purchase high-quality artwork and enjoy jazz and blues concerts. In October, Gainesville transforms its downtown into an outdoor arts showcase during the Downtown Festival and Arts Show. The event hosts more than 250 artists annually and adds food, music and a kids' "Imagination Station" to its well-attended attractions.

For Gainesville, art and upscale hospitality cross with rugged sports and outdoor adventures. Gainesville's sports culture centers around the city's beloved University of Florida Gators. The team is consistently nationally ranked and a powerhouse in the Southeastern Conference. Attendance at UF's Ben Hill Griffin Stadium, also known as "The Swamp," regularly exceeds 90,000 football fans. Watching other Gator sports, including women's soccer, gymnastics and volleyball, is also popular. The school

became the only one in NCAA history to hold the men's basketball and football championships simultaneously in 2007.

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. As a result, the median age in the city is 24.5 with the young people playing an enormous role in the social and commercial aspects of Gainesville. Together, with the educational institutions, they create a vibrancy, curiosity and progressiveness seldom found in a community.

Gainesville is a great place to live! Having a strong university presence means the community is diverse, energetic and very welcoming. Newcomers are quickly embraced and valued for what they bring to the community rather than how long they have lived in the city. Housing prices are reasonable – the average home sales price being around $180,000. The city is very safe. Those with children will find excellent public education.

The climate of Gainesville is suitable for year-round auto racing, and the city hosts a high number of sporting sporting competitions. The Gainesville Raceway is known by many as one of the fastest tracks on the National Hot Rod Association (NHRA) circuit. Each March, the track hosts the NHRA Gatornationals, one of the sport's most revered events.

Gainesville's technology start-ups have a helping hand from the Innovation Hub, which is housed in Innovation Square, in midtown Gainesville. It's part of a trend that is taking place across the country, with research and development districts being created near college campuses. Innovation Square boasts access to the University of Florida - only two blocks away - and the Hub offers access to venture capital funding, angel investors, innovative thinking and legal advice. The theory is the start-ups' success will create more jobs and attract residents to the surrounding midtown area. After three-and-a-half years, the Innovation Hub is well on its way to making that vision a reality. It has helped 61 companies. which in turn have created over 750 jobs and attracted over $50 million in private investment. Thanks to their success, the surrounding midtown area is seeing new development with more restaurants, housing, and older buildings being renovated.

The Gainesville MSA was ranked as the #1 place to live in North America in the 2007 edition of Cities Ranked and Rated. Also in 2007, Gainesville was ranked as one of the "best places to live and play" in the United States by National Geographic Adventure. The City is 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.

The closest larger cities are Jacksonville (70 miles to the northeast), Orlando (115 miles to southeast) and Tampa (130 miles south). The Gulf of Mexico, the Atlantic Ocean and Orlando's many attractions are only 90 minutes away in various directions. When you need to go a longer distance, the Gainesville Regional Airport is serviced by multiple airlines, and you can easily catch a cruise ship from Jacksonville and Tampa for that dream vacation.

History

Gainesville was founded in 1853 on the proposed route of a line of the Florida Railroad Company which would stretch from Cedar Key to Fernandina Beach. As it 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 then 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 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. It 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, along with the University of Florida, 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 it.

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 business received contracts to produce 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 continued growth 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 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 there 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
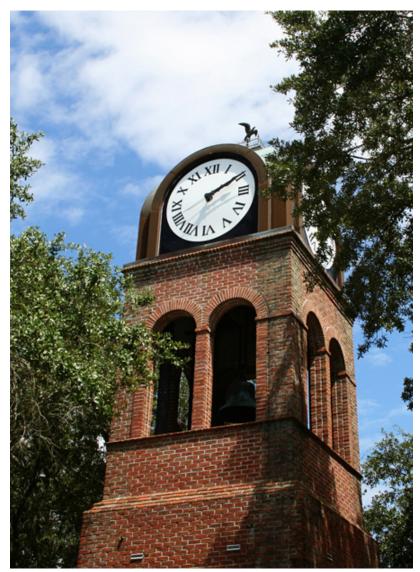
Table 1: Principal Gainesville Employers

Employer	Function	Employees	% of Total Employment
University of Florida	Education	27,870	23.3
UF Health	Healthcare	12,000	10.0
Alachua County School Board	Education	4,200	3.5
Veteran's Administration Hospital	Healthcare	3,500	2.9
City of Gainesville	Government	2,270	1.9
Publix Supermarkets	Retail/Grocery	2,160	1.8
North Florida Regional Medical Ctr.	Healthcare	2,100	1.8
Gator Dining Services	Food Services	1,200	1.0
Nationwide Insurance	Insurance	950	0.8
Walmart Stores	Retail	910	0.8

Source: Gainesville 2014 CAFR

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, in 2015 the Financial Times-Intelligence Division recognized Gainesville as the fourth best city in the American Cities of the Future, Human Capitol, and Lifestyle category.

Commerce

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

Demographics

The population of Gainesville was estimated to be 125,661 in 2014. There were over 51,000 households, with 2.2 persons per household and a median household income $32145. See Table 2 for more demographic information.

Climate

Gainesville's climate is defined as humid subtropical. Summers are wet and warm with high temperatures in the

Table 2: Gainesville Demographics

2014 Estimated Population: 125,661			
Distribution by Race		Distribution by Age	
Caucasian	65%	0 to 15	10%
African American	23.3%	15 to 25	39%
Asian	6.8%	25 to 45	25%
Native American	0.3%	45 to 65	17%
Two or More Races	4.6%	65 to 85	7%
Hispanic (*all races*)	10.1%	Over 85	1%

Educational Achievement (*over age 25*)		Median Age	
High School or Higher	91.1%	Gainesville	24.5
Bachelor's Degree or Higher	42.5%	U.S.	37.4

Source: U.S. Census Bureau

90's. From October through May, however, the Gainesville area has a climate distinct from much of 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, 2010 and most recently on January 23rd of this year

(2016). Tropical storms (that is, hurricanes) 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 area is characterized by gently rolling hills and is an average 170 feet above sea level.

The Government

Gainesville operates under the traditional council-manager plan of government whereby the City Commission makes policy and the City Manager oversees the city's day-to-day operations. The Commission is comprised of a Mayor and six commissioners. The Mayor and two commissioners are elected at large while the other four commissioners represent geographic districts. All serve three year terms and are limited to two terms. The city government has six charter officers and they include the City Manager, City Attorney, City Auditor, Director of the Office of Equal Opportunity, General Manager of Gainesville Regional Utilities (GRU) and the Clerk to the Commission.

The city provides all the typical city services with water, sewer, gas, electric and communications being provided through GRU. The city has approximately 1,300 employees while GRU adds another 840. It is important to note that Gainesville Regional Utilities is a very large component of the government. It also serves a significant customer base in the unincorporated County. The budget for general government is approximately $109 million and the all funds budget for the city is approximately $300 million. GRU adds another approximately $400 million. Overall, both the Utility and the city are in good financial condition. The city has five (5) unions and must manage seven (7) collective bargaining agreements.

The city's leaders truly want the best for their residents, customers and employees. They think highly of their staff and strongly favor empowering them to do their jobs. The leaders are truly innovative and forward thinkers. Embracing change is the way of life in Gainesville. The city recently had a Blue Ribbon Panel evaluate how the City of Gainesville could become more competitive. While the report was extensive, its basic recommendations were to, " …make the City of Gainesville a helper, not a hurdle,' and "to shift the culture from No to Yes", "from reactive to proactive," from prescriptive to facilitative, "from policy-oriented to services-oriented", "from siloed to team-based," and "from expert language or jargon to plain spoken." As a result, the city has embarked on a journey to create a responsive, citizen's centered government that will make it a leader for years to come!

The Challenges & Opportunities

The most significant challenge the incoming manager will face will be to implement the culture shift the Blue Ribbon Panel recommended and which the city's elected leaders have embraced. Much has been done but much remains. Silos need to continue to be broken down and new practices introduced. Most importantly, however, is getting everyone – throughout the organization and at all levels – to believe in and act in concert with the new vision. The task can be likened to turning an aircraft carrier. The chore is massive but once headed in the right direction, it will be difficult to stop or even slow. And the City will be better for it!

The second most significant challenge is fiscal. While Gainesville is presently financially sound, costs continue to rise. No one desires to raise taxes to compensate. The situation is complicated by the amount of tax exempt property in the city. Being an educational and governmental center has many blessings but also means a large amount of developed land does not pay taxes. Additionally police and fire grants are phasing out. Creative ways will need to be found to address the additional funding needs. Two possibilities include revamping / streamlining operations and growing the tax base through economic development and annexations. The city hopes the new manager will bring other approaches as well.

A third challenge is the number of major actors the City Manager will need to work with. In addition to the typical state, federal and local governmental entities, the University of Florida and Santa Fe College are major institutions. Internally, the manager will need to coordinate, satisfy and/or work with not just the elected officials and the City Attorney, but also the City Auditor, Director of the Office of Equal Opportunity, General Manager of Gainesville Regional Utilities, the Clerk to the Commission and, of course, the unions.

The final challenge / opportunity to mention is economic development. It is an area where the elected officials want to focus. The city's economy is doing very well overall and now is the time, while the national economy is healthy, to capitalize on what is already here and for the city to help it grow for an even brighter future.

Ideal Candidate

The city of Gainesville has a simple need for a dynamic and experienced leader who will guide the organization to the citizen centered vision the community has and its elected leaders have embraced! The next City Manager will be an action-oriented and progressive leader, who will partner with the City Commission and staff to help Gainesville reach its goals. The individual will be someone who will recognize opportunities when they present themselves and seize them, even taking risks, in order to promote and further their city. He/she will be honest and have great integrity, be energetic while down to earth, a team player who also demonstrates strong leadership skills and convey sincerity.

Gainesville is a city that expects the best from its government and the elected officials expect it to deliver. The City Commission wants a city manager who will build relationships with it, the staff, the county, the education community and the public – working to bring everyone together for common goals and good. He/she will need to celebrate and give credit to those who develop new ideas. The Commission wants transparency from the manager, and no surprises. It needs someone who is an excellent communicator and is willing to have both the easy and critical conversations face to face. The ideal candidate will be someone who listens, is open minded and does not arrive with preconceived ideas. The ideal candidate will address all situations in a tactful manner, and show upmost respect for everyone from the citizens, public officers, government workers, and higher level officials. He/she will treat all people equally without regard to position or money, showing dignity to all. While managing the City's operations is important, the individual will take time to think about and plan for the future.

He/she will have outstanding management skills. The individual will set realistic goals for the staff to achieve, provide the necessary resources and then allow the staff to see the project through. He/she will expect to be kept informed but not micromanage. The new city manager will be someone who uses inspiration

instead of intimidation, and someone the staff likes to work for, not someone they have to work for. He/she will exemplify having fun doing their job, and encourage everyone to be creative and find joy in their work.

He/she will work hard to create a sense of pride within City employees, building on the commitment to serving the community and to produce a first class work product. He/she will be someone that the employees respect, and who shows care for the employees. The best candidate will be someone who can make the Commission comfortable that their views are being heard and who will help bring them to consensus. He/she will realize that giving the credit to others is the best way to get things done.

The individual will relate well to and understand the needs of both the business and residential communities. The individual will be a strategic thinker and planner. The ideal candidate will be professional but also friendly and outgoing. He/she will be comfortable in the community and interact extremely well with the public. Outstanding people skills will be critical. He/she will spend time in the community, meeting with residents and businesses, listening to their concerns and actively working towards finding ways to make solutions possible and happen.

The next City Manager will have at least a Bachelor's Degree in business or public administration or an area related to city management. The ideal candidate will have ten years experience in city management and expertise in local government management and finance. Others with strong management skills in a municipal agency such as a leadership role reporting to a governmental board will be considered. Skill in intergovernmental relations is a must. The ideal candidate will know how to pursue external funding; be it grants, legislative set-asides or some other source of funds from out of town. The selected candidate will be expected to make a commitment to Gainesville, viewing this opportunity as the pinnacle and not a stepping stone.

Compensation

The salary will be commensurate with experience and range is $150,000 to $225,000. Benefits are excellent.

The Previous City Manager

The previous City Manager departed after steering the city for 10 years, leaving large shoes to fill.

Residency

Position requires residency within City limits.

How to Apply

E-mail cover letter and resume to Recruit45@cb-asso.com by February 26th. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858. Applicant materials sent to the firm via regular U.S. mail or facsimile will not be considered.

The Process

Applicants will be screened between February 27th and April 4th. Interviews will be held on April 19th and 20th and a selection made on the 21st.

Other Important Information

Gainesville is an equal opportunity employer that values diversity. It encourages men and women of all races, ethnicities and beliefs to apply. Under Florida law, all applications are a public record and subject to disclosure. A Veteran's preference will be awarded if applicable and according to Florida Law.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING