

Executive Director
Lakewood Ranch Inter-District Authority
Located in Manatee County, FL
(Population 15,000)

Lakewood Ranch is the largest green master planned community in the United States and covers 5,500 acres with a population of approximately 15,000. It is located in Manatee County near, but not quite on, the water on Florida's west coast. Downtown Sarasota, with its artistic and cultural attractions, is only 20-25 minutes away. If you like to travel, Sarasota-Bradenton International Airport is also within a half an hour's drive. Further, it is only about 30 to 40 minutes to the Gulf Coast fishing and beaches. Housing prices range from reasonable to high. The school system is excellent. And the people are very friendly. Lakewood Ranch is simply a wonderful to live, play and raise a family.

HISTORY

In the early 1900s, John Schroeder of Milwaukee, an owner of furniture, turpentine, milling and lumber businesses, began acquiring the land that is today Schroeder-Manatee Ranch.

In 1922, the Uihlein family, founders of the Schlitz Brewing Company, acquired the property and continued to expand the agricultural operations still active today: cattle ranching, vegetable, citrus, timber, and turf farming as well as shell mining.

In 1994, development began in Lakewood Ranch and since 2005 every village built here has used products and techniques that result in healthier, more energy efficient and environmentally responsible homes.

Today, Lakewood Ranch is the largest green master planned community in the U.S., and its history of successful land management and strong financial planning make it not only a sound investment but a great place to live, work and raise a family.

COMMERCE

When the area was developed a commercial pod was developed with attractive dining, retail and lodging. That pod remains but is no longer part of the area covered by the Community Development Districts governance. Otherwise, the community is virtually entirely residential. Those who work generally commute to the Lakewood Ranch Commercial Park or to other locations in the Sarasota-Bradenton area. The Lakewood Ranch community is bordered by approximately 23,000 acres owned by Schroeder-Manatee Ranch that will likely be developed when the housing market regains momentum. Access to shopping and restaurants in addition to the original commercial pod is 10-15 minutes away just west of Interstate 75.

DEMOGRAPHICS AND CLIMATE

The population is approximately 15,000. Breakdowns by race, ethnicity, income and so on are not presently available. The community is populated by a very diverse group of residents including young families and retirees. All income levels are represented. The residents are very proud of their community and they have very high expectations for the quality of services delivered.

The Sarasota-Manatee area has a humid subtropical climate, with hot summers, and mild winters. There are distinct rainy and dry seasons. The rainy season lasting from June to September, and the dry season from October to May.

Climate Data (Source: Weather.com)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Record high °F	89	88	90	94	95	100	100	99	97	95	90	89	100
Average high °F	72	74	77	82	87	90	91	91	90	85	80	74	83
Average low °F	51	53	57	60	65	74	73	73	72	65	59	53	63
Record low °F	23	24	30	38	46	52	62	60	59	44	29	20	20
Precipitation inches	2.9	2.66	3.36	1.85	2.85	7.41	8.71	9.43	7.25	2.88	2.35	2.45	54.14

THE GOVERNMENT

Lakewood Ranch Inter-District Authority operates under Florida Statue 190.007 and oversees the staff that provides the operations and maintenance support for the successful operation of four Community Development Districts (CDD) and four Homeowners Associations (HOA). Beginning in 2012, the Authority will likely oversee one additional CDD.

The Authority's Board is composed of five members, one from each of the four individual CDD Boards and a developer's representative. The Board Members are intelligent, work well together and are respectful of staff. They also expect the Authority to operate in an efficient and effective manner. If the Authority were a city, its form of government would be described as Council-Manager and the day-to-day operations are overseen by the Executive Director.

Three key staff members report to the Executive Director: the Chief Financial Officer, Director of Operations and Community Associations Director. Overall the Authority has 38 permanent staff and contracts much of the maintenance work to third party vendors. The Board believes the staff is very strong and capable. Its FY 2011 budget is \$3,054,000 but also oversees the individual CDD budgets that total \$7,550,000 and the individual HOA budgets that total \$4,959,000. The Authority's financial position is strong.

The Authority is a complex entity. Residents pay assessments based on the benefit of the services they receive. Simplifying, in a city, the numerator of the tax rate is calculated by dividing the money needed by the ad valorem value. In these CDDs, the numerator varies from district to district and even within districts as some areas may have more infrastructure debt and/or services than other parts of the district. The denominator is equivalent dwelling units (EDU) or acreage depending on service. In the HOAs, the denominator is EDUs as a portion of the total for the HOA. In a sense, it is retail government where you and your neighbors decide what services and what level of service you are willing to pay for. The result is that the Authority issues 32 different financial statements each month.

THE ISSUES

The residents assumed control of the area from the developer in 2006. Although five years have passed, the transition from a developer-owned and operated organization to one where the residents are in charge is not entirely complete. Since the residents have taken control from the developer the elected representatives have spent much of their time taking the organization to the next level in terms of efficiency, effectiveness and professionalism. More remains to be accomplished but the organization is justifiably proud of the progress it has made. Another issue is that many of the residents do not understand the concept of a Community Development District, what the limits of its powers are and how it differs from a Home Owners' Association or City. Some think one or both perform the functions of a city. The perception is possibly complicated by the fact that the Authority's office building has the words, "Town Hall" directly over its door. While finances are not an issue at the moment, the current economic environment and the residents expectations that the Authority will operate efficiently dictate that the Authority be ever vigilant. In another area, as one might suspect with nine different boards (the IDA, four CDDs and four HOAs), some tension exists among them. Some members being concerned about how much say they have in the various processes and whether or not all their needs are being met. The final issue is not one the Executive Director can or should address. Organized groups of residents are discussing the merits of incorporation. Efforts have been organized by these groups to address the pros and cons of such a move and educate the community as to their position. A straw vote on the issue could be conducted in the fall of 2011. After that, if the concept passes, a proposed charter will have to pass the State Legislature and then a second vote of the residents who are registered voters must be held where the majority confirms the charter and approves the area becoming a city.

THE IDEAL CANDIDATE

The Authority is looking for a true professional, a leader and a manager who understands how to take the organization to the next level. The individual will be realistic and ethical. The next Executive Director will make decisions and move on. Self-confidence and a thick skin will be important as those in leadership positions in Lakewood Ranch live in an open and very visible environment. Both the community and the press are active. The individual will have outstanding communication and presentational skills as well as the gravitas to deal effectively with people from all walks of life. He/she will be able to assess the client personalities and react accordingly. The ability to build bridges among the different boards and groups, to listen to and understand their concerns and then to address them in a meaningful way will be critical. Obviously, not every problem will have a solution that will satisfy everyone but it will be important that the people feel they have been heard, their problems understood and if the problems cannot be addressed, a rational explanation provided as to why not. A good sense of humor is a necessity and not just a plus. The next Executive Director will understand the importance of providing high quality customer service. With four CDDs and four HOAs, the next manager will be someone who is comfortable going to meetings and should plan to attend all the IDA and CDD meetings as well as at least a majority of the HOA Board meetings (which occur generally once a month or once every other month and about half of which occur during the business day). The individual will not be a caretaker but rather someone who is always striving for improvement and who has a demonstrated track record of accomplishment. If necessary, he/she will not be afraid to break some eggs, diplomatically of course. Creativity will be important as will the ability to encourage staff to pursue new ideas and seek out new ways to improve. He/she will be a strategic thinker, someone who has a vision, someone who grasps and analyzes problems quickly and someone who arrives with solutions, not just a statement of the problem. Always being prepared will be important as will the ability to multitask. A premium will be placed on outstanding planning and organizational skills. The individual will also recognize and carry out his/her role as a mentor. While the next Executive Director will have a limited number of staff to work with, he/she will not be a micromanager. Hence the ability to delegate will be critical. The selected candidate will also have outstanding negotiation skills. Finally, local government experience in Florida with excellent knowledge of the Sunshine and public records acts will be a plus.

The ideal candidate will have 10 - 15 years experience, as a local government CEO in Florida and at least a bachelor's degree in business or public administrator, engineering or a field related to the work carried out by the District.

COMPENSATION

The starting salary will be between \$110,000 and \$130,000.

RESIDENCY

Residency within the boundaries of Lakewood Ranch is not required,

CONFIDENTIALITY

Under Florida law, all applications become a public record upon submission. The local press is active and it is quite possible that, once the closing date passes, your name will appear in a news article.

HOW TO APPLY

Open until filled. E-mail your resume to **RecruitFive@cb-asso.com**. Next screening is May 2, 2011. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

OTHER IMPORTANT INFORMATION

Lakewood Ranch Inter-District Authority is an Equal Opportunity Employer and strongly encourages women and minorities to apply. It is also a drug free workplace. Under Florida law, all applications are a public record upon submission. A Veteran's Preference will be awarded, if applicable, under Florida law.