

CITY MANAGER POSITION AVAILABLE  
Apply by July 9, 2018

## Welcome to Naples

If you are an outstanding manager looking for a great job in a fantastic location working for a stable and effective elected body, look no further!

Naples, Florida, is seeking a replacement for its current City Manager who is retiring after 11 years as the city manager.

Naples is Florida's crown jewel—nothing more and nothing less. Sitting on the Gulf of Mexico, it is the heart of Collier County, and indeed, Southwest Florida. Its recognitions are many. For the last three years, the Naples area topped the Gallup–Sharecare State of American Well–Being Community Ranking. Based on physical health, social ties, financial



security, and sense of purpose, that means Naples is home to “the happiest, healthiest and most relaxed people in the nation”. In 2018, the Milken Institute named it one of the nation’s 20 best performing cities. With more than eight miles of pristine, white sandy beaches, Naples was voted the best beach in America in 2015 by the Travel Channel. Smithsonian Magazine ranked Naples 9th in its list of Best Small Towns in America. Travel and Leisure magazine ranked Naples No. 3 in America’s Best Beach Towns. Designated as Tree City USA, Naples has inventoried nearly 20,000 city-owned trees in its parks and public rights-of-way.

No one here needs to hear about rankings to tell them what they already know—they live in paradise. Visit Naples and it is not hard to see why. Start your day walking on gorgeous beaches, continue by shopping at high-end retailers, enjoy a meal at any one of the city’s excellent restaurants and finish with a play or concert. For a little more variety, you might want to add a round of golf at one of the area’s more than 80 championship golf courses (the area claims to have more holes per capita than any other community and, as a result, is the self-proclaimed golf capital of the world).

For fans of shopping, downtown Naples is a treasure trove. Along 3rd Street South and 5th Avenue South are a delightful variety of stores and restaurants. There are many art galleries, and Tin City specializes in antiques and



handmade local novelties. Naples has three community centers, five large parks, and a city-owned and operated marina. The iconic Naples Pier attracts over one-million visitors each year.

Culturally, downtown Naples is home to the Naples Players, a nationally recognized community theater that was founded in 1954. It has been named the “Best Live Theatre” in Southwest Florida, fifteen times by the readers’ poll of The Naples Daily News. The Smithsonian Magazine cited the Naples Players in naming Naples the ninth “Best Small Town in America” in 2012. Naples also offers professional theater at the Gulfshore Playhouse, the Naples Shakespeare Festival, and Artis, a performing arts center. The Baker Museum, and the Holocaust Museum and Education Center of Southwest Florida are nearby.

Economically, Naples is vibrant and strong—not just in the city but in the area as a whole. Latest U.S. Census figures show the city residents’ median income to be \$84,830 and its mean income to be \$173,790. Naples total retail sales in 2012 were reported to be \$115,769 per capita, which was nearly nine times higher than the national average of \$13,433. Moody’s Analytics put Naples and the surrounding area at the top of the list for projected job growth, reporting 4.6% in 2017. Although the city population has grown very slowly of late, the area’s population grew by 9% between 2010 and 2014.

Housing in Naples is very expensive. The median home value in the Naples principal zip code (34102) per Zillow is \$808,091 with a median rent of \$5,500 monthly. Small condos can be purchased for much less (1-bedroom, 1-bath for \$250,000 for example), but one must study the maps

carefully to ensure that these properties are in the city. The cost of living may be higher. Naples is relatively safe, with violent crime falling far below the nation’s average and property crime falling close to the national average.

Naples is served by the District School Board of Collier County and various private institutions. For the most part, the local elementary, middle and high schools are very good. Florida Gulf Coast University offers continuing education classes at its Naples Center campus, with a full university curriculum at the beautiful campus located 25 miles north. Within a relatively short distance are Ave Maria University, Florida SouthWestern State College, Keiser University, and Hodges University. For those willing to travel a bit further, the University of South Florida (Tampa), the University of Florida (Gainesville), the Florida State University (Tallahassee), and the University of Miami offer large, popular campuses and excellent educational opportunities.

Tourism is one of the area’s main economic drivers and there are many attractions. Adjacent to the city is the Naples Zoo at Caribbean Gardens. Officially opened in September 1969, the tropical gardens were first planted in 1919. The Zoo is a tribute to botanist Dr. Henry Nehrlin’s collection of plants and many species of animals, some unique to the area. A little farther away is Delnor–Wiggins Pass State Recreation Area. Wildlife includes bald eagles, ospreys, owls, loggerhead sea turtles, manatees, and migratory shorebirds. Activities include fishing, swimming, boating, picnics, scuba diving, snorkeling, and kayaking. Others may love the Naples Botanical Garden, which houses 170 acres of cultivated gardens of over 1000 species. Collier-Seminole State Park offers 6,430 acres of fauna and



Naples, 1950 (top) and Naples, 2018 (bottom)

animals, including crocodiles, alligators, black bears, and numerous birds. With its “complete streets” initiative, Naples strives for multi-modal means of transportation. Walking, jogging, and cycling are popular among citizens and visitors.

Alternatively, a short distance from the city, are several stunning state and federal parks, including Corkscrew Swamp Sanctuary (11,000 acres of landscape and wildlife), Everglades National Park (1.5 million acres) protecting the southern 20% of the original Everglades and the largest tropical wilderness in the United States, Big Cypress National Preserve (720,000 acres), Florida Panther National Wildlife Refuge (26,000 acres), Ten Thousand Islands National Wildlife Refuge (35,000 acres), and

Picayune Strand State Forest (78,000 acres). These reserves offer a variety of boardwalks, educational information, hiking trails, tours, fishing, hunting, camping, and kayaking.

Southwest Florida International Airport provides excellent access for inbound and outbound travel. Most of the major carriers (as well as several others) operate here and it is only 30 minutes away. Fort Lauderdale and Miami are about two hours east by car, and Tampa is two and one-half hours northwest. Orlando, with its many theme parks, is

three and a half hours northeast. When you want to cruise, the Port of Miami is the busiest in the world and Port Everglades in Fort Lauderdale is the third busiest.

What really makes Naples a world class city is its people. They are intelligent and active. Many are originally from the Midwest, and their influence permeates the culture. People here are industrious, dedicated, understated, polite, friendly, generous, and participatory. They love Naples’ small town feel and want to protect it. They also value education.

Those who visit Naples want to stay in Naples—it is one of a kind. Between the gorgeous Gulf scenery and the vibrant economy, Naples has something for everyone. Experienced

City Managers are invited to apply and to make this gulf-side community your home.

HISTORY

The Naples area was easy to advertise as a paradise when its history began in the 1870s. Likened to the sunny Italian peninsula in publications and described as “surpassing the bay in Naples, Italy,” the area was advertised for its abundant fishing and game. As it began to develop as a tourist destination, its founders built The Naples Company, the Naples Hotel, and the Naples Pier.

The railroad reached Naples in 1927, and the Tamiami Trail was completed in 1928, linking Naples to Miami. The anticipated growth, however, did not follow immediately as the Great Depression intervened and then World War II.

Development began in earnest in 1945. The city was incorporated in 1949 when the population was about 1,500. By 1960, it had grown to 4,656. It grew to 12,042 in 1970, 17,581 in 1980 and 19,508 in 1990. Growth slowed after that as the city was very close to build-out and its population is currently estimated at 21,845.

Growth in surrounding Collier County, however, did not and has not stopped and Naples has benefited as the heart of the county.

DEMOGRAPHICS

See Table 1 (above) for Naples, Florida demographics.

Table 1: Naples Demographics

Estimated 2016 Population: 21,845			
Distribution by Race		Distribution by Age	
Caucasian	94.2%	0 to 15	7.4%
African American	4.5%	15 to 25	4.1%
Asian	0.4%	25 to 45	8.8%
Native American	0.1%	45 to 65	28.6%
Two or More Races	0.8%	65 to 85	41.7%
Total	100%	Over 85	9.4%
Hispanic (all races)	4.1%		

Educational Achievement (over age 25)	
High School or Higher	94.2%
Bachelor’s Degree or Higher	54.3%

Other Statistics	
Median Age-Naples	65.3
Median Age-U.S.	37.4
Poverty Rate	8.9%

Source: U.S. Census Bureau

CLIMATE

Naples has a subtropical climate, with hot and wet summers and warm and dry winters. The average highs for summer are around 93°F, while the average lows are in the mid-70s. Winter highs are in the mid to high 70s, with temperatures averaging in the mid-50s at night. Naples reports more than 2,900 hours of sunshine a year and more than 300 sunny days a year. Its growing season is year-round. U.S. Climate Data reports Naples’ average annual precipitation at 55.6 inches. While the city is free of frost and snow, it

Table 2: Principal Employers, Naples, FL

Employer	Industry	Employees
Collier County Public Schools	Education	5,361
NCH Healthcare System	Healthcare	4,315
Collier County Government	Government	2,276
Publix Supermarkets	Retail	1,249
Ritz Carlton, Naples	Travel	1,110
The Country Club of Naples	Leisure	1,050
Collier County Sheriff	Government	1,029
Marriott	Travel	700
Naples Grande Beach Resort	Leisure	488
City of Naples	Government	465

Source: City of Naples, FL 2017 CAFR

is subject to occasional tropical storms. Major hurricanes strike the area approximately every 17 years, with the most recent in 2017.

## GEOGRAPHY

Located in southwest Florida, Naples has a total area of 16.4 square miles, of which 12.3 square miles is land. The city sits on the coast of the Gulf of Mexico, directly south of Fort Myers, north of Key West, and west of Miami. Most of the city is within FEMA's 100-year flood plain.

## COMMERCE

Naples economy was historically based on agriculture, real estate development, and tourism. The city's proximity to the Everglades, to the Ten Thousand Islands and other natural wonders draws in ecotourists from around the world in addition to regular tourists and snowbirds.

Companies based in Naples include Beasley Broadcast Group, Health Management Associates (a Fortune 1000 company), NewsBank, as well as many small businesses.

Just outside the city is the relocated headquarters of Arthrex a distributor of medical products to over 90 countries and was one of Fortune 100 Best Companies to Work For. The concentration of wealth allows numerous non-profit

organizations to thrive. The largest employers in Collier County are listed in Table II.

## THE GOVERNMENT

Naples operates under a Council-Manager form of government with a mayor and six council members. Elections are staggered and non-partisan. Officials serve four-year terms and are elected at large. They are limited to two consecutive terms in their roles (meaning a mayor can serve as a council member after completing two consecutive terms as mayor and vice versa). Municipal elections are held in February of even-numbered years except in those when Florida holds a presidential preference primary. During those years, the election coincides with the presidential primary. Historically, the City Council has been quite stable. Despite term limits, the current Mayor has served for 26 years as a Council Member and Mayor. The Vice Mayor is in his tenth year and a third member is

in her fifth year. Three others were first elected in 2016 and one in 2018. The City Council is collegial and respectful of one another. They recognize city staff as excellent—professional, dedicated, and well meaning. The Council appoints three officials: the City Manager, the City Clerk, and the City Attorney.

Naples is very sound financially. Its bond ratings are the highest possible and the city has the resources to tackle capital projects involved with parks, roads, utilities and other infrastructure. The current property tax millage rate is 1.1500. Naples 2017-2018 budget is \$148,511,572, and of that, the General Fund budget is \$37,539,742 (including \$5,309,980 for capital projects). Enterprise funds account for \$60,009,000, the largest being Water and Sewer at \$43,605,978. Others include Solid Waste (\$6,950,330), Stormwater (\$4,722, 101), Beach (\$2,459,627), City Dock (\$1,651,443), Building Permits (\$4,782,475), CRA (\$3,622,137), Streets (\$2,950,896), and Tennis (\$619,727). The remainder of the budget is Internal Service funds (\$14,065,942). There are three defined benefit pension programs and three are defined contribution plans.

The City has earned the Government Finance Officers Association Distinguished Budget Presentation Award for the past 11 years and the Certificate of Achievement for Excellence in Financial Reporting Program from the Government Finance Officers Association (GFOA) for the past 35 years.

Naples has 478.1 employees. They are employed in seven operating departments: Building (permits, inspections, construction site compliance, and flood plan management: 33.5), Community Services (parks, recreation and

facilities: 61.5), Fire-Rescue (66), Planning (comprehensive planning, design review, land development regulations, and public art: 6 ), Police (107.6), Streets and Stormwater (16.5), and Utilities (138.5). They are supported by the following departments: Finance (18.5), Human Resources (5), and Technology Services (6). The remainder of the employees are in the office of the Mayor and Council, City Attorney, City Clerk, and the City Manager (19). All but about 90 employees are represented by one of five collective bargaining units: Police and Police Sergeants by the Fraternal Order of Police; Firefighters by the International Association of Firefighters; Supervisors by the Government Supervisors Association of Florida/Office and Professional Employees International Union; and General Employees by the American Federation of State, County and Municipal Employees.

The city also has a Community Redevelopment Agency and the City Council appoints the board of the Naples Airport Authority, a dependent district, that operates on city-owned property.

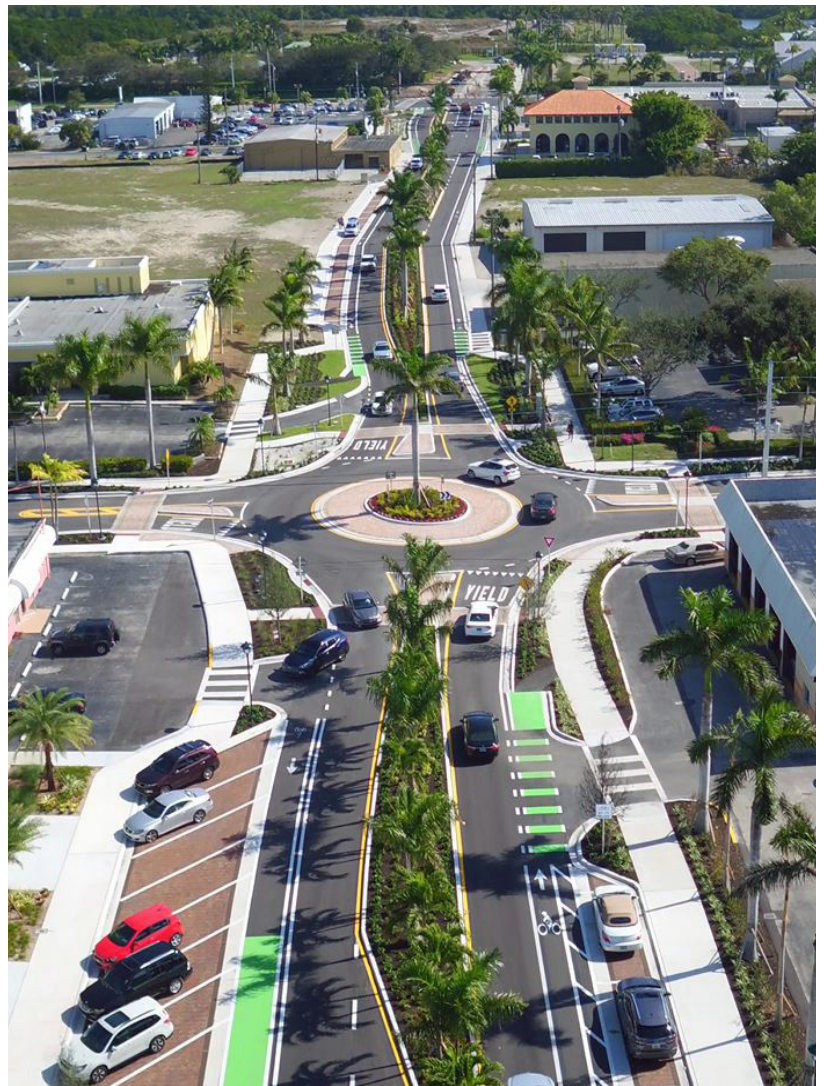
## THE CHALLENGES AND OPPORTUNITIES

While Naples is financially sound and is attractive in every way, it is not without issues. The most notable is how to maintain its small-town charm in the face of its desirability and the burgeoning growth in the surrounding county. In general, residents are very pleased with the city as it is. There is some resistance to new development if it does not adhere to minimum development standards. However, the city is the heart of a rapidly growing county of 360,000. Naples' business districts are very successful and attract traffic as well as new businesses. When people want to

dine out, go to the beach (the vast majority of beach accesses in the county are within Naples' city limits) or attend the theater, Naples is often their destination. It has over 300 special events each year, including parades, art shows, outdoor concerts, and charity walks and runs. These put pressure on the city and are not always appreciated by all residents. It also means balancing development with the wants and needs of residents. This fall, a city-wide effort will begin to update the Comprehensive Plan, beginning with the City's Vision Plan. When completed, this document will guide the City's future direction. Pending is the adoption of a Park and Recreation Master Plan and a 10-Year Stormwater Master Plan. The next manager will then be a driving force behind implementing these plans.

A second issue is parking. The city provides approximately half of the beach public parking in the county, but it often does not seem to be enough, particularly in the winter months when most of the part-year residents arrive. The city owns and operates two downtown parking garages that offer free parking.

The third challenge is the residents have very high expectations of city services. While that is a good thing—everyone on the city staff wants to be the best they can be—it can be a challenge to meet those standards 100% of the time, 24/7/365.



The fourth challenge is airport relations. The city has a general aviation airport within its boundaries and it is one of the busiest in the nation during the winter months. That can cause issues with residents.

The fifth issue, and one much commented upon in the press, is a citizen proposed ethics amendment to the city charter. Historically and recently, the Naples government has had very, very few ethics issues. Nonetheless, a local citizen's group has proposed the establishment of an ethics commission with some unusual provisions for its operation. The proposal has been controversial in the community and opinions concerning its constitutionality differ. As a result, the City Council recently voted to submit it to the courts for a declaratory judgement concerning its legality.

The final challenges include finding and retaining high quality staff as the economy approaches full employment and being prepared for tropical storms, including sufficient emergency reserves.

## THE IDEAL CANDIDATE

Naples is seeking an outstanding manager and leader to continue its tradition as a world class city. The individual will be someone to work with the Council as a partner, a supporter, and a trusted advisor. He/she will be intelligent, upbeat, friendly, outgoing, organized, and positive—someone with a "can do" attitude, who is a visionary, and is practical. The individual will be resolute yet flexible, consistent, cheerfully persistent, energetic, and a leader—not a bureaucrat. The next manager will be achievement-oriented and have high ethical standards—he/she will be concerned about both the means and the ends.

The ideal candidate will have excellent communication skills. The City Council expects the manager to represent the city in the community and to be comfortable in that role. The individual will be approachable, always listening and always looking for ways to make the government more responsive. The best candidate will be someone who can make everyone feel their views are being heard and who will help bring the community to consensus. He/she will realize that giving the credit to others is often the best way to get things done.

Customer service will not be just a catch phrase with the next manager but rather, along with integrity, a core principle and a way of life. She/he will be someone who breaks down barriers and works with the Council, the community, local businesses and regional partners to find solutions to problems.

The individual will be a strategic thinker—someone who can anticipate the future and position the city to maximize its success. While the Naples government is well run, the next city manager should plan to review current structure, policies, procedures and practices.

While respectful of the past, he/she will always ask if there is a better way to conduct business and to solve problems. "We have always done it this way," will not be a satisfactory answer. It may be the best way but that must be demonstrated on the merits. Analytical skills, as well as a knowledge of the application of information technology to optimizing processes, will be very important.

The best candidate will be respectful of others, delegate and encourage an environment where creativity will flourish.

The individual will be able to recognize talent, mentor that talent, and be confident enough to then step back and let the staff member do his/her job. The manager will set goals that are realistic and encourage the staff to stretch to meet them. Accountability will be important. Expected outcomes will be measurable to the degree possible and deadlines will be met.

The position requires a bachelor's degree in business administration, public administration, public policy or a related field and seven to 10 years of increasingly responsible experience as a senior-level government or private-sector executive. A master's degree is preferred.

The selected candidate will be expected to make a commitment to Naples. This position should be viewed as a capstone, not a stepping stone. The city hopes and expects the next manager will have a passion for the city and a lengthy tenure.

#### COMPENSATION

Salary will depend on qualifications and experience although the city expects to pay between \$200,000 and \$230,000. It may also pay a housing stipend. Benefits are excellent. Retirement will likely be through the ICMA-RC.

#### THE MOST RECENT CITY MANAGER

The current manager plans to retire after eleven years with the city as its city manager.

#### RESIDENCY

The city manager is required to live in the city upon assuming the post.

#### HOW TO APPLY

E-mail your cover letter and resume to [Recruit42@cb-asso.com](mailto:Recruit42@cb-asso.com) by July 9th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

#### INTERNAL CANDIDATES

While it is possible that an internal candidate may apply, the city is firmly committed to evaluating everyone fairly and based on their credentials. The assistant city manager resides outside the city limits and does not intend to be a candidate.

#### CONFIDENTIALITY

Under the Florida Public Records Act, all applicant materials are subject to disclosure upon receipt. As a practical matter, we do not expect extensive coverage until after semi-finalists are named on August 15th.

#### THE PROCESS

Applications will be screened between July 9th and August 14th. Finalists will be selected on August 15th. A reception

will be held on September 12th and interviews will be held on September 13th and 14th. A selection will be made shortly thereafter.

#### OTHER IMPORTANT INFORMATION

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

The City of Naples is a Tobacco-Free Work Place. Applicants for the City of Naples must not have been a user of tobacco products for at least six months immediately preceding an application for employment; and, if hired, must maintain non-use of tobacco products for the duration of employment with the City of Naples.

#### ADDITIONAL INFORMATION

For additional information about the city visit:

<https://www.naplesgov.com/>

<https://www.napleschamber.org/>

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