

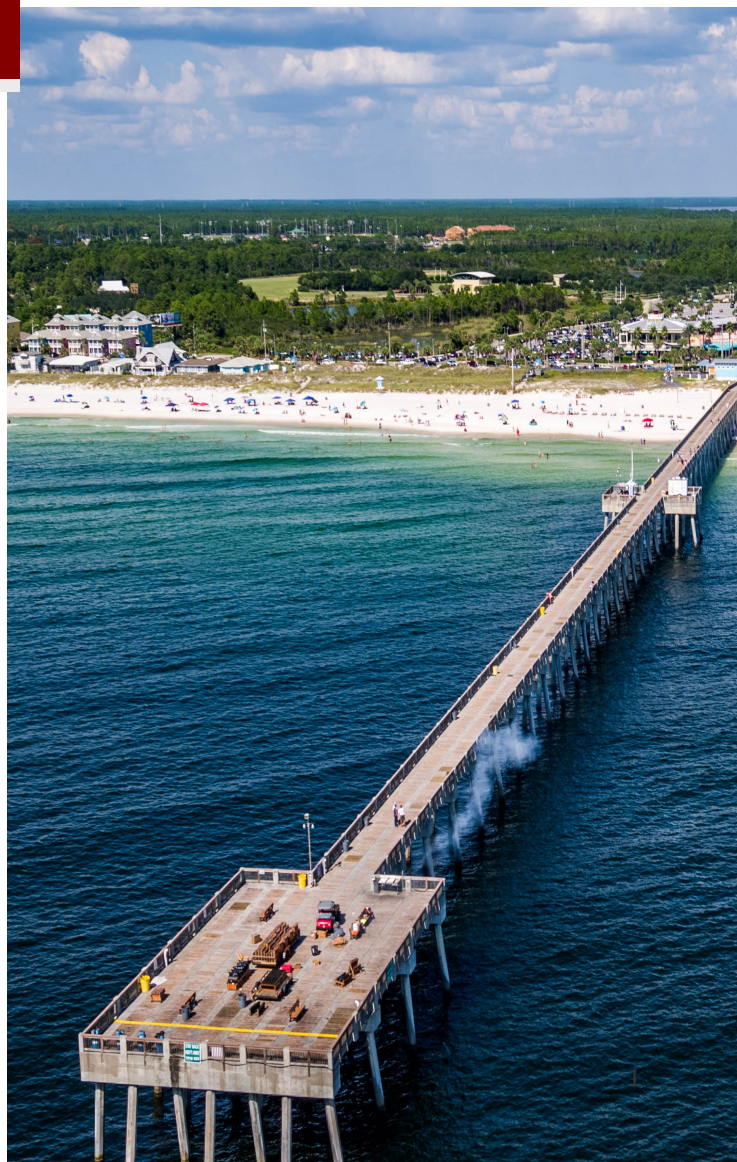


CITY MANAGER POSITION AVAILABLE

Apply by November 1, 2019

Welcome to Panama City Beach!

Panama City Beach is one of Florida's treasures, a place where legendary white sugar sand beaches meet miles of emerald-blue waters. Over the years it has developed a reputation for being a family-friendly destination with numerous attractions that cater to all ages. It is a tropical paradise that offers a myriad of activities including bird-watching, boating, paddle boarding, deep sea fishing, snorkeling, diving, shopping, dining, and golfing. Visitors looking for ways to beat the heat head over to Panama City Beach's own Shipwreck Island, voted as "America's Third Best Water Park" by TripAdvisor two years in a row. Add the residents' warm, welcoming yet



laid-back attitude, and you will not find a better place to live, work, play, and raise a family.

Not long ago, Golf Digest named Panama City Beach one of America's top three golf towns. Loved by both residents and visitors alike, TripAdvisor ranked Panama City Beach third among its Top 25 Beaches in 2019, calling it "heaven on earth." Southern Living named the City third on its list of "The South's Best Beach Towns 2019." USA Today and Coastal Living found it to be one of the "Best Places to Own a Vacation Rental Property" while Elite Daily named the beach one of the "Most Popular Beach Destinations for 2019." No wonder the City's motto is, "Home of the World's Most Beautiful Beaches."

Panama City Beach hosted over 17 million visitors in 2018. In addition to the nine-plus miles of amazing beaches inside the City limits and another nine in unincorporated Bay County are the area's wonderful nature areas. St. Andrews State Park, located just outside the eastern City limits, has a beach ranked in the top 10 in the U.S., and is one of the most popular and visited state parks in Florida. Situated on a peninsula, it boasts four habitats: lake, deciduous forest, sand dunes and ocean. Visitors can explore the shoreline, hike, fish, kayak, snorkel, scuba dive, and camp. They can observe migratory birds, deer, the occasional alligator, and brightly colored marine life.

Shell Island to the east is another favorite destination. It is a 7-mile long undeveloped barrier island along the bay, and an area of untouched beauty, with sand dunes, a scrub forest, pine hammocks, and an inland lake. It

offers a wide variety of wildlife such as dolphin, deer, shorebirds, ghost crabs, and a few endangered species (Choctawhatchee beach mice, piping plovers, snowy plovers, and some varieties of sea turtles). Here you will find one of the highest concentrations of wild bottle-nose dolphins in the world! Shuttles carry visitors to Shell Island, where snorkeling is popular. The nearby Econfina Creek, the Choctawhatchee River Wildlife and Apalachicola Water Management Areas offer recreational opportunities that include seasonal hunting, primitive camping, bank and river fishing, paddling, hiking, and wildlife viewing.

There is never a want for something to do in Panama City Beach. The City hosts a series of free concerts every Thursday night during the summer months. Festivals and special events occur throughout the year, including the annual New Year's Eve Beach Ball Drop in Pier Park, Beach Home for the Holidays, Pepsi Gulf Coast Jam, Sand Jam, the Pirates of the High Seas Fest, Mardi Gras & Music Festival, Jeep Jam, Real.Fun.Fourth., Thunder Beach Spring and Fall Motorcycle Rallies, and more.

The City has a growing sports tourism market with the recent opening of the Panama City Beach Sports Park located just outside the City limits but on what locals call "the island". The park, along with the City's Frank Brown Park, attracts multiple sporting events and national tournaments each year. The City is home to strong recreation programs including senior and youth centers, numerous family-friendly attractions, two fishing piers, and a heated/cooled 50-meter Olympic-sized swimming pool with a one-meter



spring dive board. The City also hosts several marathon and triathlons such as the Florida Ironman Triathlon. One of the longest running Ironman events in North America, this one event brings thousands to Panama City Beach.

Known as the “Seafood Capital of the World,” Panama City Beach has copious dining opportunities, as well as an active nightlife. Beachside restaurants and bars dot the shores, and many provide live music. Pier Park offers shopping, dining, and entertainment at over 100 venues, as well as an IMAX theater. For a bit of history, Panama City Beach is home to the only deep-water diving museum in the United States, called the Man in the Sea Museum.

More art and cultural centers can be found in neighboring Panama City, which is a stone’s throw away across the Hathaway Bridge. With over 2,000 square feet of gallery space, the Panama City Center for the Arts showcases an impressive art collection, as well as local and traveling art exhibitions from around the world. The Visual Arts Center of Northwest Florida is viewed as “the anchor” of Panama City’s revitalization. It hosts 12 events annually and offers notable exhibits of work by artists of local, stage, and

regional acclaim. The Martin Theatre is another popular venue in Panama City. It is a historic theatre with seating for 400 and presents many popular plays and attractions.

One of the more pleasant surprises about Panama City Beach is housing is relatively reasonably priced. The average home sales price was \$371,000 while the median home sales in August 2019 was \$284,000. There are a wide range of listings available both above and below those prices. Most residents own their homes. Crime is low and the fire safety rating is excellent. The public schools are very strong and are consistently rated as “A” or “B.” Some of the local charter schools are regularly graded as exceptional. Two colleges are located outside the city limits in Bay County (Gulf Coast State College and Florida State University-Panama City), contributing greatly to the academic and cultural activities of the community. Three hospitals are located within 35 minutes, with access to virtually every medical discipline imaginable. To alleviate traffic concerns, a trolley system that serves the City runs hourly.

For those who like to travel, you can hop on a flight at Northwest Florida Beaches International Airport located just north of Panama City Beach, to Atlanta, Chicago, Houston, Dallas, Austin or Baltimore and from there, be anywhere in the world in relatively short order. Or hop in a car and it is 4 to 6 hours to New Orleans, Atlanta, Jacksonville, Tampa and Orlando. If you like cruises, Port Canaveral is the second busiest cruise port in the world and about 6 hours southeast by car.

The best part of Panama City Beach, though, is its residents. People are friendly, value the sense of community found here, and welcome all newcomers, tourists, and other visitors. Neighbors help their neighbors, as well as strangers. The Southern small-town traditional values of warmth and community make this City one-of-a-kind.

It is no wonder so many visitors buy second homes or retire here. With culture, natural beauty, beaches, live entertainment, dining, and the arts, Panama City Beach is the perfect place to call home. We invite you to experience something special and apply for our City Manager position!

HISTORY

Long before Spanish explorers arrived in the 16th century, nature's forces were at work creating the area's sugary white sand beaches. They resulted from quartz crystals being washed down from the Appalachian Mountains and being bleached, ground, smoothed and polished. For thousands of years, the area that is now Panama City Beach was a wild stretch of surf and sand. Pirates followed the explorers, taking advantage of the area's many bays and hideouts.

Early development efforts began in the 1830s when the St. Andrews Bay Land Company started to promote the area as a seaside resort for families from Alabama and Georgia. During the Civil War, many of the Southern seaports were blockaded, and the area emerged as a salt producing port for the Confederacy. Later came a modest fishing industry.

Table 1: Panama City Beach Demographics

Estimated Population: 14,338			
Distribution by Race		Distribution by Age	
White	82.9%	0 to 15	14.8%
Black	5.3%	15 to 25	9.4%
Asian	4.7%	25 to 45	28.8%
Native American	0.5%	45 to 65	28.5%
Two or More Races	6.6%	65 to 85	16.6%
Total	100%	Over 85	1.9%
Hispanic Ethnicity (all races)	6.1%		

Educational Achievement (Over Age 25)	
High School or Higher	92.1%
Bachelor's Degree or Higher	29.0%

Educational Achievement (Over Age 25)	
Median Age-Panama City Beach	43.1
Median Age-U.S.	37.8
Median Household Income	\$58,619
Poverty Rate	6.4%

Source: U.S. Census Bureau

In 1929, the Hathaway Bridge opened between Panama City and what is now Panama City Beach. A local developer then purchased 104 acres of land and built the beginnings of a resort town. His property opened in 1936 and the area became a popular tourist destination. Other resorts and housing were built. In 1959, West Panama City Beach was incorporated and later it, plus Edgewater Gulf Beach, Long Beach and Panama City Beach communities, were consolidated into the City of Panama City Beach. That united City held its first official Council meeting on Aug. 12, 1970. The City will celebrate 50 years in 2020.

In many ways, Panama City Beach was “discovered” in the 1970s, and the building has not stopped since. Over time, the City’s image changed. Older homes and older, small motels were replaced with upscale homes and high-rises. Prices skyrocketed and real estate prospects were so promising that in 2006, CNN/Money named Panama City Beach as the top real estate market in America for the next 5 years.

For a brief period, Panama City Beach became a popular destination for college students during spring break. It brought the City a great deal of publicity, but not positive publicity. In 2014-2015, the City took action to curb the excesses. The party atmosphere has moved elsewhere, and Panama City Beach is again recognized as a popular family vacation destination.

DEMOGRAPHICS

The permanent population numbers and related demographic information are displayed in Table I. They are somewhat misleading as the average daytime population is 22,500 and at the peak of tourist season, can be as high as 100,000.

CLIMATE

Panama City Beach has a humid, subtropical climate, with long, hot summers and mild, dry winters. The average winter low is around 47°F, with highs around 63°F, while the average summer high is around 91°F, with lows around 77°F. The City sees 320 days of sunshine annually and above average annual

Table 2: Principal Employers, Bay County, FL

Employer	Industry	Employees
Tyndall Air Force Base	Military	6,416
Naval Support Activity–Panama City	Military	3,300
Bay District Schools	Education	3,000
General Dynamics IT	Information Technology	2,300
Ascension Sacred Heart Hospital Bay	Healthcare	1,800
Eastern Shipbuilding Group	Manufacturing	1,800
Walmart and Sam's Club	Retail	1,500
Bay County Constitutional Officers	Government	1,214
Trane Company	Manufacturing	700
Gulf Coast Medical Center	Healthcare	631

Source: Bay County, FL 2018 CAFR

precipitation at just over 60 inches per year. Quick afternoon showers often define the summer days.

Hurricanes do strike the area from time to time, as hurricane season is June 1 through November 30. Typically, though, their impact is limited. Category 1 and 2 storms produce winds between 75 and 110 miles per hour. Much of that range is not much faster than we drive our cars. Even a direct hit is likely to cause limited damage, mostly to trees. Generally, if you are more than 50 miles from the center of the hurricane's path, it will probably not materially affect you. Higher level storms, of course, cause more damage. 2018's Hurricane Michael is a classic example. It was a category 5 storm and devastated Mexico Beach, about 30 miles southeast, where it made landfall. It had a smaller cone of influence than most category 5 storms and had very limited impact on Panama City Beach. The last two storms affecting the Beach were Eloise and Opal, in 1975 and 1995, respectively.

GEOGRAPHY

Lying along the Gulf of Mexico, Panama City Beach is located in the Florida Panhandle approximately halfway between Tallahassee (98 miles northeast) and Pensacola (92 miles west). The City is 11 miles long and lies on an island between the Gulf of Mexico and St. Andrews Bay, and the total area is 18.6 square miles, 18.4

of which is land. The City on average is 10 feet above sea level.

COMMERCE

Panama City Beach is an employment center focused on tourism and development. Retail trade is the largest employer, with over 1,300 people; accommodations and food is the second largest sector, with just under 1,300 employees; followed by health care and social assistance employing more than 1200.

The military has a significant presence in the area. Tyndall Air Force Base is located in eastern Bay County and the Naval Support Activity Center is located on the island in Panama City. Many military retirees choose to stay in the area and have made Panama City Beach their homes. The community is very patriotic. See Table II on page 6 for more



information concerning the county's principal employers. The City has an industrial park as well.

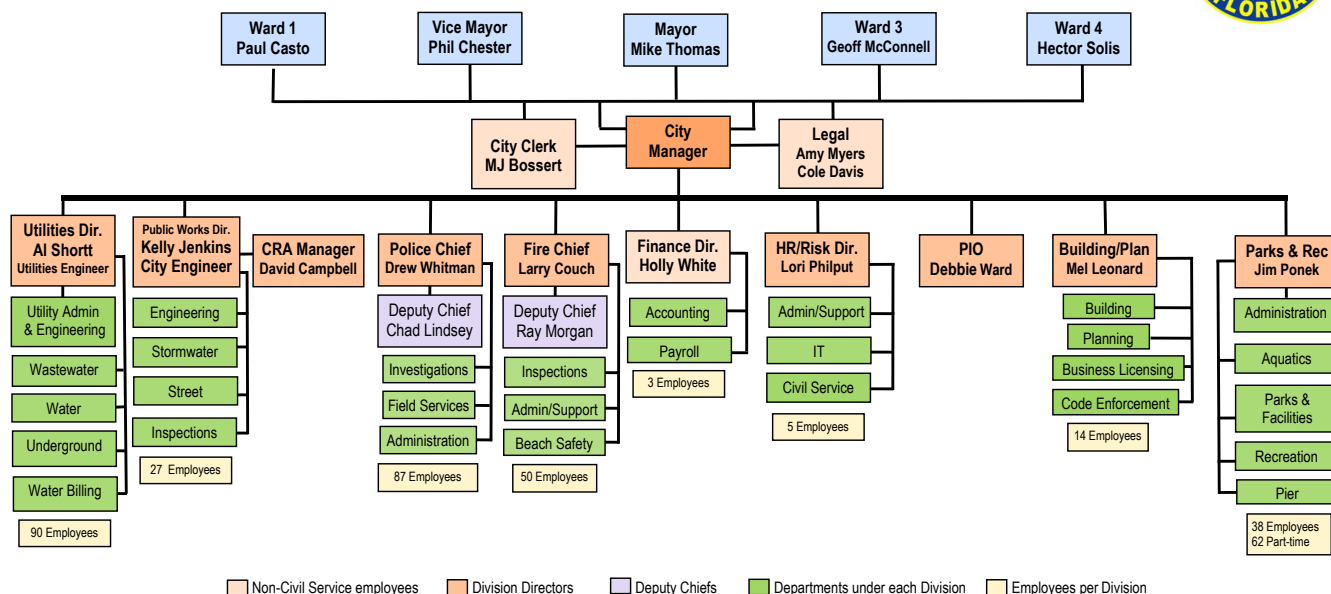
Panama City Beach contributes around \$2.7 billion in economic impact to Bay County. Beach properties continue to increase in value and accounted for 57 percent of all taxable property in the county in 2018.

THE GOVERNMENT

Panama City Beach is governed by a Mayor and four Council members. They are elected by all the City's residents although Council members must reside within the boundaries of the ward they represent. All serve staggered four-year terms with a limit of two terms. Elections take place in April of even numbered years. All the current Council Members are in their first term. The Mayor and one Council member plan to retire in 2020 and not seek re-election.

The City Council hires three charter officers: the City Manager, the City Attorney and the City Clerk. All are hired and removed by a majority vote of the Council. The City has a wealth of experience in its department heads, with many having 20-plus years on the

City of Panama City Beach



job. Some of these department heads are planning to retire in the near future.

The City's general fund budget is \$47 million while the total budget is \$119 million. The difference between the two numbers is the City's four enterprise funds: Utility (water, sewer and stormwater), the Pier, and the Aquatic Center Funds, and the Community Redevelopment Agency (CRA) Fund. Overall, the City has 300 full time employees, 29 part time, and 26 seasonal but does not have any unions. For more information, see the organization chart above.

The City's utility department serves the entire island (not just the City), as a good portion of the island is unincorporated Bay County. The City provides reuse water as well as potable. Residential trash pickup and animal control are provided by third parties.

Panama City Beach is one of two cities in Florida that relies on a business receipts tax (which is 1% of gross sales by merchants within its boundaries). It does not have a property tax.

THE CHALLENGES AND OPPORTUNITIES

Panama City Beach is not without challenges—primarily growth, infrastructure, finance, and emergency preparedness. Fortunately, plans are in place to deal with each issue.

Since 1970, growth has been a significant factor in Panama City Beach (See Table 3). It will continue to be so as the island is only 75% developed, and vacant land is available throughout the City. Balancing the needs and concerns of the residents, tourists and developers continues to be a challenge as new building occurs.

Table 3: Panama City Population Growth

Census Year	Population
1960	36
1970	67
1980	2,148
1990	4,051
2000	7,671
2010	12,018
2018 est.	14,338

Source: U.S. Census Bureau

The second challenge is infrastructure. The City currently has three major roads running east-west. In order to alleviate traffic and improve conditions overall, two projects are underway. First, Front Beach Road, the City's unofficial Main Street, is undergoing an extensive renovation as part of the Front Beach Road Community Redevelopment Area (CRA) Plan. The road itself and multiple north/south connector roads are included, and the work involves resurfacing the roadway, adding sidewalks as well as lanes for trolleys and bicycles, and installing lighting and landscaping. The Plan also calls for storm hardening by placing all utilities underground. The second project is Bay Parkway (a new fourth east-west road) and will also alleviate traffic. The next City Manager will need to devote a significant amount of time and energy to ensuring these projects are done correctly and successfully. The good news is the City's facilities are new or in good repair. A new City Hall and a third fire station will soon be completed while the Municipal Complex already includes a new police station and public services building.

Financially, the City is sound. Impact fee rates are up to date, and money is available to undertake the kinds of projects mentioned above. The business receipts tax mentioned earlier comprise approximately one third of Panama City Beach's annual general fund revenues. This revenue has grown slowly but continuously (even after the City instituted laws that discouraged spring breakers in 2015). Relying on it, however, means any factor reducing business receipts, such as an economic downturn, would result in a loss in revenue. Thus, carefully managing the City's resources is a third challenge.

Fourth, relationships between the City and Bay County, while in large part harmonious, can become somewhat strained when dealing with certain subjects. 60% of the ad valorem taxes the County collects are attributed to the incorporated and unincorporated areas of Panama City Beach. As property values have increased, the City's Front Beach Road Community Redevelopment Area (CRA) is an increasingly sore subject. It generates a great deal of money the County would like to use but legally cannot as the tax increment funds are controlled by the CRA and must be used according to the Community Redevelopment Plan.

Emergency preparedness is always a challenge, even though significant hurricanes are rare. They do strike and the City needs to be prepared. As noted previously, last year's Hurricane Michael devastated Mexico Beach. A slight shift to the west and Panama City Beach would have been in the center of the storm.

Finally, the Council members are all in their first terms. Given two of them do not plan to run again, at least two members, possibly three, will be new to government. The result will be new relationships need to be formed and some education will be needed.

THE IDEAL CANDIDATE

The ideal candidate will be a leader and a professional with proven experience at a municipality with a population larger than that of Panama City Beach. He/she will be a strategic thinker who cultivates a culture of excellence — a culture that encourages professional growth and creativity. Working with elected officials, the City Manager will take the City to the next level. He/she will be someone who will partner with elected officials and serve as a trusted advisor.

The ideal candidate will be achievement-oriented and a consensus builder – approachable and easy to talk to. The individual will understand how today's decisions impact the future and be able to convey that impact so that all understand. He/she will be candid and straightforward, someone who is comfortable diplomatically telling the elected officials when something is not a good idea and why. The City Manager will provide all Council members with the same information at the same time so that there will be no surprises while complying with Florida Sunshine Laws.

The next City Manager will have excellent communications skills, listen carefully, and be

comfortable talking to anyone who comes into the office. He/she will be a positive ambassador for the City. Panama City Beach is still a small town in many ways, and it will be important that the manager be out in the community meeting with residents and businesses, speaking to groups and acting as a representative of the City. At the same time, the individual will recognize the importance of developing strong relationships with local leaders at the county and state level. The individual will recognize the importance of outstanding customer service. He/she will lead by example, know how to work with people, and resolve problems in a timely manner. The resident is not always right but does deserve to have his/her concerns heard and for the City to make an effort to resolve them.

The City Manager will be a collaborative leader who builds and maintains constructive relationships with staff, as well as with the elected officials. He/she will have high expectations for his/her staff and hold them accountable but will also be a mentor who is available to assist when there is a problem. The individual will have an appreciation for technology and how it can maximize the City's resources.

The ideal candidate will have a friendly manner, calm demeanor, and a quick, analytical mind. The individual will be progressive and have a healthy balance of patience and impatience with government's sometimes time-consuming processes. She/he will always be trying to improve policies and procedures and will not accept things as they are because "they have always been done that way." The rationale for all

processes must be sound and the staff should understand it. At the same time, the manager will value processes and systems that are working well and not make changes simply for the sake of change.

A sense of humor and a thick skin is important, as the public and media are not always positive in their comments. As with most City Manager positions, the politics can be tricky; it is important that the manager understand what is happening but not participate.

In terms of knowledge, the manager will have a good command of budget and finance and be fiscally conservative. Experience with project management and storm situations is highly desirable, as is expertise in intergovernmental relations. He/she will be able to deal effectively with the press. Ideally, the individual will be knowledgeable of coastal community issues and tourism.

A bachelor's degree in public administration or a closely related field is required and a master's degree is preferred. Five years' experience as a city or county manager or assistant manager is preferred. Experience in a Florida local government is desirable but not mandatory.

COMPENSATION

The starting salary range is from \$140,000 to \$180,000. Salary will depend on qualifications and experience. Benefits are excellent including paid health and dental insurance for the candidate. While the City has its own pension plan, it is anticipated the Manager will have

the option to be in a separate plan or receive additional contributions to a separate plan.

THE CURRENT CITY MANAGER

The current City Manager will retire in March, 2020, after serving the City for 10 years—eight as the City Manager.

RESIDENCY

The City Manager is required to become a resident of the City within six months of taking office.

HOW TO APPLY

E-mail your cover letter and resume to Recruit43@cb-asso.com by November 1st. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Rick Conner at (915) 227-7002.

INTERNAL CANDIDATES

We do not anticipate any internal candidates.

CONFIDENTIALITY

In Florida, once a candidate has forwarded a resume, the application is public record and subject to disclosure. As a practical matter, the media rarely covers positions of this nature until semi-finalists are named.

THE PROCESS

Applications will be screened between November 1st and November 25th. Finalists will be selected on December 2nd. A reception and interviews will be held on December 12rd and 13th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

Panama City Beach is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will be applied per Florida law.

ADDITIONAL INFORMATION

For additional information about the City visit:

<http://www.pcbgov.com/>

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

