



Welcome to the City of Panama City, Florida

Utilities Director Position Available—Apply by July 26, 2017



PANAMA CITY
FLORIDA

Located in Florida's northwest panhandle, the Panama City sits quietly on St. Andrews Bay with the beautiful, uninhabited Shell Island standing as a protective barrier between it and the Gulf of Mexico. Historically acclaimed as the "brightest jewel" of Florida, it is a vibrant city with a thriving arts and entertainment scene, outstanding outdoor activities, and a diversity of lifestyles. Throw in its small-town atmosphere, attractive housing options, and the climate and you will find a wonderful place to live, work and raise a family. With a population of just under 40,000 residents, Panama City is the county seat of Bay County, FL and is the largest city between Pensacola and the State's capitol city of Tallahassee.

Water activities play a large role in the community. With the only two full-service public marinas in Bay County, Panama

City is offers many adventures on the water! Whether you choose to sail smoothly across St. Andrews Bay, venture out of the pass into the Gulf of Mexico for some deep-sea fishing, or prefer to hop across the Hathaway Bridge to spend a relaxing day on the white sand beaches that have made the Emerald Coast a tourist destination for more than three million visitors a year, you will find paradise. Of course, if you live here, you can enjoy it every day!

For a place that is about five hours by car from Atlanta, Tampa and New Orleans, Panama City has much to offer. Downtown is the historic district—several buildings are on the National Historic Register—and a cultural center for the arts, music, and plays. The area has a reputation for mixing fine dining and historical culture with invention and ingenuity and it gets better every year. Plans are underway for a major mixed-use development on a 26-acre parcel where City Hall, the Convention Center and Marina currently are and will add entertainment facilities, retail, a hotel, and apartments/condominiums while enhancing the public space.

Among its local venues is the Marina Civic Center. This performing arts facility provides cultural enrichment with a 2,509-seat theater, a fully equipped stage, and industry-worthy sound and lighting. This center is a focal point of the downtown, just a short walk from dining and shops nearby. The Martin Theater is an historic artifice that seats 406 and presents many popular plays and attractions. The Center for the Arts is viewed as “the anchor” of Panama City’s revitalization, with over 2,000 square feet to host around 12 events annually and offers



notable art exhibits and artists of local, stage, and regional acclaim.

House hunting here reveals a pleasant aspect of Panama City—nice homes are very affordable. With the median sales price being merely \$140,000 and with a wide variety of housing opportunities, it is hard to find a better place to live. In fact, just before the Great Recession, CNN's Business 2.0 magazine named Panama City the best place to invest in real estate in the US. A further attraction is that the crime rate is lower than Florida's overall average.

Education is offered both through public schools and charter schools, with many schools ranking 10/10 by Great Schools. Florida State University at Panama City, Gulf Coast State College, and Troy University are all located here.

For those who like to travel, you can hop a flight at the new Northwest Florida Beaches International Airport to Atlanta, Chicago, Houston, Dallas, Austin or Baltimore and then be anywhere in the world in relatively short order.

What truly makes the city special, though, is its people. Warm, friendly and welcoming, it is a place where neighbors help their neighbors and citizens hold traditional values and are heavily patriotic.

All in all, Panama City has much to offer - nature, culture, dining, and the arts - while maintaining small-town charm. With beaches, parks, and live entertainment, there is truly something special for everyone here. So please dust off your resume and apply for our Utility Director position!

HISTORY

The first European settlement in the St. Andrews Bay area was founded in 1827. It was a small community where people made their living making salt, fishing, and hosting vacationers who came for the “healthy sea baths” and the fishing.

Then known as St. Andrews, the population grew until Civil War when the city became a supplier of salt for the Confederate troops. The North did not approve and St. Andrews was destroyed by Federal troops in 1863.

After the war, the city recovered. In the late 1870s/early 1880s, the Ware brothers operated Ware Mercantile and Ware's Wharf and the town flourished around salt, fishing, boat building, and shipping. The area was marketed as the “loveliest location in all Florida,” the advertisement claiming that “there is but one Florida, and St. Andrews Bay is its brightest jewel.”

It is thought that in 1909 during a period of intense popular interest in the construction of the Panama Canal, a local developer noted that the city was on a straight line between Chicago and Panama City, Panama. He hoped to spur real estate development in Bay County by changing the town's name to Panama City. Additionally, Panama City, FL, was closest U.S. mainland port to the Caribbean entrance of the Panama Canal.

Since that time, Panama City has grown gradually and the community is now undergoing significant redevelopment.

DEMOGRAPHICS

See Table 1 on page 4, for Panama City Demographics.

CLIMATE

Panama City has a humid subtropical climate, with mild winters and long, hot summers. The average winter low is around 42°F, while the average high in July and August is 90°F. The average annual precipitation is 61 inches.

The late summer months have a chance of tropical storms and hurricanes, though those are very infrequent and rarely a threat. If you are more than 50 miles from the hurricane's center, it will probably not materially affect

you. Alternatively, even if you are amid a Category One (1) hurricane, the winds range from 75 to 95 miles per hour - not much faster than we routinely drive our cars.

GEOGRAPHY

Panama City is located along the Emerald Coast in the Florida Panhandle. Although it has several active marines with access to the Gulf of Mexico, it actually bordered to the west and south on St. Andrews Bay. The city encompasses an area of 35.4 square miles, of which 29.3 are land. It sits about 26 feet above sea level.

COMMERCE

Panama City is shouldered by two military installations. Just over Hathaway Bridget to the west is the Naval Support Activity—Panama City (NSA-PC) which hosts the Naval Experimental Dive Unit, the Naval Surface Warfare Center, and the Naval Diving and Salvage Training Center. This base is also the home of the Military Diver with all five branches of the US armed forces training their divers at this location. Twelve miles to the east lies Tyndall Air Force Base—the largest employer in the area and Home of the F22 and Raptor aircraft training centers. Other major area employers are listed in Table II on page 5.

THE GOVERNMENT

Panama City utilizes the Commission-Manager form of government where the five-member Commission sets policy, approves the budget and appoints the City Manager, City Clerk and City Attorney. The mayor is elected at large while other commission members are elected one from each of the City's four wards. Commissioners' terms are four year terms and staggered, while the Mayor serves a two-year term. Hence, in theory, a majority of the Commission could be replaced in any election. Elections are held in April of odd numbered years and the next election is in 2019. Overall, the body is cohesive and works

Table 1: Panama City Demographics

| 2016 Estimated Population: 37,635 | | | |
|-----------------------------------|-------|---------------------|-------|
| Distribution by Race | | Distribution by Age | |
| Caucasian | 71.7% | 0 to 15 | 20.2% |
| African American | 19.6% | 15 to 25 | 11.0% |
| Asian | 3.0% | 25 to 45 | 25.8% |
| Native American | 0.4% | 45 to 65 | 25.9% |
| Two or More Races | 5.3% | 65 to 85 | 13.8% |
| Total | 100% | Over 85 | 3.3% |

| Other Statistics | | Median Age | |
|----------------------|-------|-------------|------|
| Hispanic (all races) | 8.5% | Panama City | 39.5 |
| Poverty Rate | 21.2% | U.S. | 37.4 |

| Educational Achievement (over age 25) | |
|--|-------|
| High School or Higher | 87.2% |
| Bachelor's Degree or Higher | 22.9% |

Source: U.S. Census Bureau

well together. They focus on improving the quality of life of the city’s residents. Historically, the city is politically stable. The current longest tenured commissioner is ten years. The shortest is one month. The Mayor and one commissioner were reelected this year unopposed.

The City Manager oversees the city’s day-today operations. These include Community Development, Fire, Land Use, Leisure Services, Marinas (of which the city has two), Police (including Code Enforcement), Public Works (including Streets and Solid Waste) and Utilities (Water Distribution, Stormwater, and Wastewater Collection and Processing). The city’s FY 2017 total budget is \$92,795,990, of which \$39,669,038 is the general fund. The total taxable value of property in the city in 2017 was \$2.292 billion. The property rate is 3.9740 mills and resulting revenues comprise 23% of the general fund revenues. The largest

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 Districts Schools | Education | 3,000 |
| General Dynamics IT | Technology | 2,300 |
| Bay Medical Center | Healthcare | 1,800 |
| Eastern Shipbuilding Group | Manufacturing | 1,800 |
| Walmart and Sam's Club | Retail | 1,500 |
| Bay County Constitutional Officers | Government | 1,214 |
| Gulf Coast Medical Center | Healthcare | 631 |
| Trane Company | Manufacturing | 575 |

Source: City of Panama City, FL 2016 CAFR

single expenditure category is Public Safety which accounts for 45% of the general fund budget. 514 employees worked for the city in 2016.

The city has placed a major emphasis on redevelopment and as such, has four Community Redevelopment Agencies: St. Andrews, Downtown, Downtown North, and Millville.

THE DEPARTMENT

The Utilities Fund has 88 employees and an FY 2017 expenditure budget of \$20.7 million. It is divided into six basic units: Administration (three employees and a budget of \$2.7 million), Underground Utilities (31 employees and a budget of \$4.4 million), Lift Stations (13 employees and \$1.4 million), Laboratory (6 employees and \$355,000), Wastewater (20 employees and \$3.4 million), and Billing and Customer Service (15 employees and a budget of \$4.6 million). The remainder of the budget is accounted for by debt service \$3.9 million) and non-departmental transfers (\$1.7 million). The Utility Department is composed of all of the preceding units except Billing and Customer Service which reports to the City Clerk.

The Department operates and maintains: 339 miles of water mains, 1,718 fire hydrants, 295 miles of sewer lines, 126 lift stations and two wastewater treatment plants (total design capacity of 12.5 million gallons per day). The Department distributes an average of 5.3 mgd of potable water (with a water loss of approximately 14%) and treats a little over 5 mgd of wastewater. Water is purchased from Bay County. The Department also has a water tower and an above ground water storage facility. Neither is

presently in use since the water received from the County is of sufficient pressure to feed the system without them.

THE CHALLENGES AND OPPORTUNITIES

The good news is the Department is adequately staffed and has the resources it needs to address day to day maintenance of pipes and facilities. One wastewater treatment plant is up to date and the other is in the midst of a complete renovation. Department morale is very good. The bad news is the piping (primarily clay and cast iron) in both the water distribution and wastewater collection systems is aged and in need of significant work. The resulting problems are water loss and infiltration and inflow (I&I), the latter particularly during major rain events. The second challenge facing the Department is grease clogging the sewer system. The Department is developing a fats, oils and grease (FOG) program to address the issue but it is 12 to 24 months from implementation. The third challenge is in the lift stations. With the I&I comes sand and the sand shortens the useful lives of the lift station pumps. The final challenge is replacing staff when they leave. New employees accepting entry level positions are not as concerned about

benefits and retirement as prior generations and the result is the city's positions are less attractive to them than they were to prior generations.

THE IDEAL CANDIDATE

The City is seeking a team-oriented leader who is positive, driven, energetic, and effective. The individual will have excellent communications skills and use them. The Department is relatively small and staff members work extremely well together. A key to their success has been communication and the city wants the next Director to be someone who leads by building teams, listening and sharing information. It will be important for the individual to be approachable and responsive.

Whether it is the City Manager, an employee or a citizen, the Director will address questions quickly and in a way that the individual can readily grasp. The Manager will also be comfortable presenting and answering questions at a City Commission meeting.

The Director will be hands-on (but not a micromanager), well organized, very flexible and highly adaptable. He/she will not accept things as they are but constantly be looking for new and better ways to accomplish the Department's goals, tasks, and programs. The City's management and staff are progressive and want to accomplish great things. They want someone who can look over the horizon and help the Utility become a model that everyone wants to emulate. As such, the Director will be forward thinking and strategic. At the same time, the individual will be analytical, examining everything with a critical eye to determine if it can be improved. He/she will have a great deal

of common sense and work towards simple, uncomplicated solutions wherever possible. To be effective, the individual will need to be reasonable and understanding with a sense of humor. A sense of fun and comradery will be a plus.

The Director will be a leader who has high but reasonable expectations, works with management and staff to set reasonable goals, provides the necessary resources and then steps back and lets the staff develop and implement strategies to attain the established goals. He/she will expect to be kept informed and always available to discuss issues and solutions. Mentoring and developing staff will be important to the selected candidate. The Director will also value accountability and expect agreed upon goals be met.

The ideal candidate will be extremely knowledgeable of a utility practices, trends in the industry and utility finance. Experience



interacting with regulatory bodies and other governmental agencies is important as is experience in implementing new technologies.

The position requires a Bachelor's degree in Engineering, Water Resources Management, Environmental Management, Business, Social Science, or related field as well as eight to ten years of experience in Water and Wastewater Utility Services management. A Master's Degree in Business Management is desirable. A comparable amount of training and/or experience may be substituted for the minimum qualifications except for the required degree. Certification as either a Water or Wastewater Plant Operator is a plus.

COMPENSATION

The salary range is \$79,430 to \$127,088. The actual salary will depend on qualifications and experience. Benefits are excellent. The city offers its own pension program.

THE MOST RECENT DIRECTOR

Historically, the Director position has been very stable. The most recent Director left after a relatively short stay and was not a good fit with the organization's needs.

RESIDENCY

Residency within the city limits is not required.

HOW TO APPLY

E-mail your resume to Recruit29@cb-asso.com by July 26th. Faxed and mailed resumes will not be considered. Questions should be directed to Rick Conner at (915) 227-7002 or Colin Baenziger at (561) 707-3537.

CONFIDENTIALITY

In Florida, once a candidate has forwarded a resume, the application is a public record and subject to disclosure. We do not expect, however, this recruitment will receive any coverage in the press. The position does not have a high enough profile to warrant coverage.

THE PROCESS

Applications will be screened between July 19th and August 22nd. Finalists will be selected on August 23rd and interviews will be held on August 31st. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

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

ADDITIONAL INFORMATION

For additional information about the city visit:

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

More information about the city and the area can be found on the Bay County Chamber of Commerce website at:

<http://www.panamacity.org/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING