

Welcome to the City of Port St. Lucie, FL

City Manager Position Available - Apply by August 29, 2016



Estimated 2016 Population: 178,590

Welcome to Port St. Lucie, Florida's eighth largest city by population and third largest in land area. Located in the heart of Florida's Treasure Coast, Port St. Lucie is situated in the southern part of St. Lucie County. The breathtaking beaches of Hutchinson Island lay just to the east, Fort Pierce just to the northeast and the major metropolitan areas of Palm Beach, Fort Lauderdale and Orlando are all relatively close. Both Interstate-95 and Florida's Turnpike are easily accessible to the city, and five major airports and four major cruise ports lie within a few hours.

Port St. Lucie is a city on the rise. People are moving to Port St. Lucie in droves. The streets are bustling again. Employment is higher. In its 2015 Best-Performing Cities study, the Milken Institute found it to be the country's biggest gainer in its job

growth ranking among large MSAs. Property values are climbing. And it has been noticed. In the last year, WalletHub.com ranked it the 7th Best Place to Retire in the US. Investor's Business Daily named it the 2nd hottest housing market in the US. Bloomberg Business selected it as one of the top cities for economic growth. Forbes.com named Port St. Lucie as one of the top ten cities in the US for job growth. Expedia.com ranked it the 14th most comfortable place for a hotel stay. FlipKey called the city a Top Trending Vacation Rental Destination. And, just last week, the city learned that 24/7 Wall Street, after studying 550 US cities with a population of 65,000 or more, concluded that Port St. Lucie was one of America's 50 Best cities to Live In. According to SmartAsset, a New York financial technology company, Port St. Lucie has the highest millennial homeownership rate in the country which makes its future even brighter.

The reasons for the recent acclaim are many. First, the area perfectly pairs the excitement of a major city with an assortment of cultural and recreational/leisure activities nearby. There is literally something here or nearby for everyone! Stroll through commercial areas while admiring exclusive artwork or attend a play at the Pineapple Playhouse (home to the St. Lucie County Community Theater). Enjoy a concert, musical or comedy show at the historic Sunrise Theatre in neighboring Fort Pierce, which first opened its doors in 1923. Discover the only museum dedicated to the US Navy SEALs (located on the same grounds where they first trained as "frogmen" during WWII) and ancient Indian mounds predating Columbus by several hundred years.

Golf enthusiasts will find award-winning golf courses, including the one-of-a-kind PGA Village, which includes a Historical Center, that documents golf's history. In all, the county has more than 300 holes of championship golf. Baseball fans will be delighted to enjoy America's favorite pastime at Tradition Field—



spring training home of the New York Mets and summer home of the minor league St. Lucie Mets.

You'll marvel at and enjoy the raw nature of the area, which St. Lucie's city and county governments and citizens are dedicated to protecting. Take a nap on the area's nearly 21 miles of unspoiled beaches, dive among shipwrecks, paddle through lush rivers, or head offshore to snag trophy sized sailfish, tuna, swordfish, and wahoo.

Savannas Preserve State Park offers opportunities for nature observation and recreation, such as swimming, kayaking, riding horses, bird watching, launching your own boat, picnicking and camping. The Park's environmental educational center offers opportunities to study the large number of exotic birds, and local wildlife (such as reptiles, dolphins, manatees, and other marine life). You'll discover abundant marine life in the Indian River Lagoon, home to over 4,000 species of plants and animals and a breeding ground for game fish. It is the most biologically diverse estuary in the country! The area also boasts Port St. Lucie Botanical Gardens and the Heathcote Botanical Gardens in Fort Pierce, which exhibits the largest public display of tropical bonsai trees in the United States.

Port St. Lucie is a great place to raise a family. It is and has historically been a very safe city. NeighborhoodScout.com states the city's crime rate to be one of the lowest in the nation for cities with a similar population. While housing prices have increased 19% from December 2014 to December 2015, buyers can still get excellent value for their money. Schools are very strong and the city is home to one of the best combination of public education, higher education consortiums and research centers in the southeast region of the United States. St. Lucie County has 24 distinguished five-star schools and 34 golden schools -- awards given for community involvement. The schools also have been named as among the Top 100 wired schools for outstanding technology and among the best in the nation by Newsweek. In, or near the city, you will find the highly regarded Indian River State College, the Smithsonian Marine Station, the Manatee Observation and Education Center, and the Harbor Branch Oceanographic Institution of Florida Atlantic University. Best of all, the City has great neighborhoods. The people are friendly and neighbors help their neighbor. In spite of its size, many residents brag

about its small town feel and they want to protect it.

If you want more, Port St. Lucie is within a 2 hour drive of South and Central Florida and within a 3.5 hour drive of all of Florida's greatest population centers. West Palm Beach is 45 minutes south with Fort Lauderdale being 45 minutes further. Miami lies two hours south and Tampa 2.5 hours west. Both Interstate-95 and Florida's Turnpike serve as gateways. Daytona Beach and Jacksonville are just over 2 and 3 hours north respectively.

Port St. Lucie is seeking an experienced City Manager to lead the city to the next level, and someone who wants to live the good life. Come delight in the combination of rich history, nearby natural beauty and the excitement of a city truly on the move!

HISTORY

In 1715, a Spanish galleon fleet, full of treasure sank in a hurricane off the east coast of Florida. Since that time, the region has been known as the Treasure Coast, and the area has become an underwater archeological preserve. St. Lucie County was created in 1844 and as late as the 1950s what was to become Port St. Lucie was a largely uninhabited tract of land composed of a fishing camp, a few farms and some businesses.

In 1958, with a budget of \$50 million, the General Development Corporation (GDC) purchased over 40,000 acres along the North Fork of the St. Lucie River. Its plan here and in several other Florida communities was to purchase huge tracts of land, subdivide the land into lots and sell the lots, primarily to northerners excited about retiring to Florida.

In 1960 GDC became involved in a dispute over road construction with the County and convinced the state legislature to incorporate the area into the City of Port St. Lucie. By 1970, the City's population was 330. In 1980, the population was 14,690 and the City's incredible growth was underway.

In the mid-1980s, the Thomas J. White Development Company acquired and began planning what would become St. Lucie West. Originally, the area was to have

contained about 14,000 homes over a 20-year period on 7 square miles. After realizing the community's strategic position along I-95 and the Florida Turnpike, the developer then added business sectors and places of entertainment. In 1990 the population was a little over 56,000 and by 2000, the population had jumped to 88,769.

In the next ten years growth accelerated even faster. In 2006, the Tradition development was started and was to be built around a commercial area, with room for over 18,000 residences. Tradition is the largest fully entitled residential development area from the tip of Interstate 95 to the Canadian border, and is modeled after a 1950's-era town. Tradition Square, the town center of the community, holds festivities year-round. It was also chosen as the site of HGTV's Green Home 2009, and one of America's best 100 communities.

In 2007, the housing market began to collapse and unemployment started to rise. In February 2009, unemployment was at 10½ percent and in 2008, nearly 11,000 homes went into foreclosure.

In 2008, Tradition and Core Communities welcomed the Florida Center of Innovation, a research laboratory and campus. The key components were to be two biotech and life science companies, the Torrey Pines Institute for Molecular Studies and the Vaccine & Gene Therapy Institute. The hope was they would bring, along with the companies that followed, more than 30,000 jobs. Unfortunately not all went well, and while Torrey Pines is still operational, VGTI is bankrupt and has left the City with a large debt. The City had a similar, unfortunate experience with Digital Domain, a movie making company with much promise but limited results.

In 2010, the City's population was 164,603 and build-out population is expected to be approximately 400,000.



Table 1: Port St. Lucie Demographics

| 2016 Estimated Population: 179,590 | | | |
|------------------------------------|-------|---------------------|-----|
| Distribution by Race | | Distribution by Age | |
| Caucasian | 76.4% | 0 to 18 | 24% |
| African American | 14.8% | 18 to 24 | 6% |
| Asian | 1.9% | 25 to 44 | 28% |
| Some Other Race | 4.2% | 45 to 64 | 23% |
| Two or More Races | 2.8% | 65 and Older | 19% |

| Ethnicity | | Median Age | |
|--------------------|-------|----------------|------|
| Hispanic-All Races | 30.8% | Port St. Lucie | 40.2 |
| All Other Races | 69.2% | U.S. | 37.4 |

| Educational Achievement (over age 25) | |
|--|-------|
| High School or Higher | 87.8% |
| Bachelor's Degree or Higher | 19.0% |

| Income | |
|-----------------------------|----------|
| Median Household Income | \$48,898 |
| Mean Household Income | \$68,152 |
| Percent Below Poverty Level | 5.5% |

Source: City of Port St. Lucie and the U.S. Census

DEMOGRAPHICS

The current population of Port St. Lucie is 178,590. It composes 60% of the population of St. Lucie County and 30% of the population of the Treasure Coast. Table I provides specific demographic data for the city.

CLIMATE

Port St. Lucie features a warm humid subtropical climate, falling just short of having a true tropical climate. Summers are usually hot, with the high temperatures averaging in the low 90s and the average low temperature being in the

low 70s. Winters are usually mild to warm, with average high temperatures being in the mid-70s and the lows averaging in the low 50s. The average yearly precipitation is around 53.5 inches.

The hurricane season is between June 1 and November 30 with major hurricanes most likely in September and October. Although Hurricanes Francis and Jeanne struck Port St. Lucie directly in 2004, tropical storms are not a regular occurrence and very few result in serious injury although property damage can be significant.

GEOGRAPHY

Port St. Lucie is located on the east coast of Florida about 120 miles southeast of Orlando and about 115 miles north of Miami. The city covers 120.4 square miles. The elevation is 20 feet above sea level and the terrain is flat. The population density is 2,264 people per square mile. Port St. Lucie forms part of a metropolitan area called the Port St. Lucie, Florida Metropolitan Statistical Area that in 2013 was estimated to have 438,095 residents.

COMMERCE

St. Lucie County is home to some cutting edge technology and economic growth. It has a number of banks, law firms and medical facilities. Table 2 on page 6 provides some additional information.

From December 2014 to December 2015, single family home sales prices increased by 19%, and unemployment is down approximately 1% to 5.1%

THE GOVERNMENT

Port St. Lucie is a full service city led by a five-member elected Council and operates under the Council-Manager form of government. Each Council member, including the Mayor, has one vote so legislative authority is spread equally among all five members. The Mayor is elected at-large and while the City Council Members must live in the geographic district they represent, every registered voter in the city is eligible to vote for them. There are no term limits for any City Council seat. The next election is in November when three seats will be voted on – Districts 2

Table 2: Principal Employers

| Employer | Function | Employees |
|---------------------------------|------------|-----------|
| St. Lucie School Board | Education | 5,273 |
| Walmart Retail and Distribution | Retail | 2,253 |
| Lawnwood/HCA Medical | Healthcare | 2,189 |
| Indian River State College | Education | 1,996 |
| St. Lucie County | Government | 1,671 |
| Publix | Grocery | 1,466 |
| City of Port St. Lucie | Government | 988 |
| Convey Health Solutions | Healthcare | 950 |
| Liberty Healthcare Group, Inc. | Healthcare | 920 |

Source: Port St. Lucie 2015 CAFR

and 4 as well as District 1 where the member is running for the County Commission. The District 2 Council Member is not planning to run and the District 4 Council Member has not declared his intentions. Thus, the Council will have at least two new members.

The role of the Mayor and Council are to set policy and determine the long-term vision for the city. They are united in achieving a shared vision for the City they all love. They may disagree on individual issues but their hearts are all set on doing what is best for their community. Their Vision for 2030 is to be “the Safe; Beautiful; and Friendly City for All Ages.” It will become even more desirable by enhancing its great neighborhoods; providing top quality educational opportunities for lifelong learning; having a diverse economy and job base; providing convenient mobility options; and wonderful leisure opportunities for an active lifestyle. And they have a strategic plan to make it happen.

To support the Council and ensure the smooth functioning of the government, it appoints a City Manager to handle the city’s day-to-day business affairs and a City Attorney to provide legal advice.

For FY 2015-2016, the City’s general fund budget is \$100,964,572 and its total budget is \$559,369,153. Overall, the City has slightly over 1000 employees. The largest components are police with approximately 35%

of the total, utilities with 25% and general government and culture and recreation, both with 11%. Fire service is provided by a separate fire district that covers all of St. Lucie County (including the cities of Fort Pierce and Port St. Lucie). The City has three unions representing six bargaining units. These are: the Federation of Public Employees representing General Employees, the Office and Professional Employees International Union representing professionals and supervisors, and the International Union of Police Associations, AFL-CIO, representing separate bargaining units for police officers, sergeants and lieutenants.

OPPORTUNITIES / CHALLENGES

Port St. Lucie has gone from a small town to becoming a big city very, very quickly while retaining its character as a home town and a great place to raise a family. Residents are generally well pleased with the services they receive and the City is on a path to be a best in class city. It has challenges, as does every other city, but they are manageable.

The first notable challenge is the cost of its infrastructure debt. When the original developer filed for bankruptcy, the City’s utility served only a limited portion of the community and certainly could not support a city with a build-out population of 400,000. Recognizing the absolute need for a city-wide utility, the City embarked on a significant expansion and incurred a significant amount of debt in the process. Further, Port St. Lucie was originally envisioned as a large retirement community without a commercial / industrial sector. In an effort to jumpstart this sector and provide jobs, the City invested a great deal of money in the aforementioned infrastructure to support Torrey Pines, VGTI and Digital Domain. It also provided the infrastructure for a City Center. Unfortunately, all have faltered leaving the City with a large but manageable debt. It does, however, mean that the City must be very careful in how it spends its funds. It will be incumbent on the new manager to work diligently to maintain the current high



level of services that the residents enjoy while always seeking ways for the City to become more efficient and effective.

The second challenge will be to help provide stability to the organization. Last June the current City Manager of three years announced his resignation effective December 31st. After having one City Manager for 20 years, it has had three since. Last February, the City Attorney was asked to leave after approximately 20 months. She also had succeeded a City Attorney who stayed for approximately 20 years. Additionally, as noted the fall elections will bring at least two new members to the City Council. The City government is extremely interested in returning to its prior stability.



The City has a strategic plan and the third challenge will be to continue to implement that plan and the projects it calls for. One example is the Crosstown Expressway which will provide significant relief to commuters and anyone else traveling east-west. Years of legal battles have recently been resolved and funding has been set aside so it is now time to push the project forward.

THE IDEAL CANDIDATE

The City Council is looking for an outstanding leader and manager – someone who is hardworking, extremely energetic and relentlessly positive. This is not a retirement job! The environment is fast paced and the Council is active!

The ideal candidate will be someone who will partner with the elected officials and staff to solve problems while also being a supportive and trusted advisor. The City Manager will give all members of the Council the same information and keep them all equally well informed. He/she will understand politics and how to navigate them without becoming involved in them. The individual will be values driven, someone whose

honesty, integrity and sincerity are above reproach. He/she will believe strongly in transparency (to the maximum degree possible) and promote the public's right to know.

The ideal candidate will be someone who is humble but has a great deal of self-confidence. The individual will be strong but diplomatic and able to speak truth to power. The City has its share of strong personalities but they expect to be told what they need to hear, not what they might want to hear. Sometimes that will mean saying no but just saying no is not enough. The Manager will need to present a well-reasoned rationale and ideally, another sensible approach to achieve the elected officials' goals. He/she will need to build credibility through listening, action, and admitting mistakes.

The individual will be responsive and well-studied, generally already knowing the answer to questions that are posed. When he/she does not know the answer, he/she will say so and, after appropriate research, provide the correct answer promptly. He/she will be a people person with outstanding communications and interpersonal skills. Port St. Lucie is a friendly place and the Manager must be comfortable regularly interacting with a wide variety of people from different backgrounds. The ideal candidate will also be able communicate with individuals from all levels of the community in many different settings. He/she will be very open and approachable. Good listening skills are critical. It will be important that he/she be viewed as cooperative and be able to build consensus both inside and outside the government.

Customer service will be important to the next Manager will ensure a positive, welcoming customer friendly ethos is instilled throughout the government. This area is but one of many where the individual will be expected to lead by example.

The ideal candidate will be a visionary and someone who can see the big picture all the way down to the details. The ideal candidate will understand how to select, motivate and manage staff. The individual will be a mentor and focus on developing staff. He/she will recognize the importance of teamwork, and build a strong, pro-active and dynamic team within the office. The individual will be fair and have a sense of humor. The next manager will value his/

her staff, support them and defend them. He/she will not be a micromanager but will have high expectations for the staff, set goals and provide the necessary resources. He/she will then step back and let the managers do their jobs. The individual will, however, monitor progress and hold staff accountable for results.

The next City Manager will possess strong financial and budgeting skills and be a problem solver. When others see road blocks, the individual will see hurdles and find ways to get over or around them. The City wants someone who is analytical and who will explain how to get things done, not that they cannot be done. Simply stated, it will be important for the candidate to always be aggressively seeking solutions. He/she will have sense of urgency and appropriate sense of impatience. The next manager will be reasonable but always pushing to make Port St. Lucie the best city in Florida, if not the United States.

The ideal candidate will have a minimum of ten years of progressively more responsible experience in public or private sector management and at least five years as City Manager or Assistant overseeing the efforts of a minimum of 300 employees and in a comparably sized community. A Bachelor's degree from an accredited college or university, with a major in administration, management or a related field, is required. A Master's degree is preferred.

One final comment is that the best candidate will be someone who recognizes Port St. Lucie for the treasure it is and will stay as the manager for at least five years.

RESIDENCY

Residency within the city limits is not required but very strongly preferred.

COMPENSATION

The salary range for the next City Manager is \$170,000 to \$225,000. Benefits are excellent.

CONFIDENTIALITY

Under Florida law all applications are public record and subject to disclosure upon receipt. As a practical matter, a



request must be made and most Florida newspapers tend to ignore these searches until the semi-finalists are named. Nonetheless, it is possible the newspaper could request the applications at any time and your name could be published.

HOW TO APPLY

E-mail your cover letter and resume to Recruit28@cb-asso.com by August 29, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537 or David Collier at (772) 260-1858.

THE PROCESS

Applicants will be screened between August 30th and September 26th. Finalist interviews are scheduled for September 30th and October 1st. The selection of the City Manager is anticipated to be made on October 3rd.

OTHER IMPORTANT INFORMATION

The City is an Equal Opportunity Employer and encourages women and minorities to apply. A Veteran's preference will be awarded if applicable under Florida law. Other important information can be found at:

<http://www.cityofpsl.com/city-council/pdf/strategic-plan-2015-2020-2030.pdf>

http://www.visitstluciefla.com/port_st_lucie.htm

<http://stluciechamber.org/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING