



County Administrator Position Available — Apply by: **February 28, 2014**

St. Lucie County, FL

Population: 281,151

Located on Florida's famed Treasure Coast, St. Lucie County is an exciting, picturesque place brimming with opportunity. It is a microcosm of Florida – the old and the new; urban and rural; densely populated, master-planned communities and large agricultural ranches – all are found within its borders. It is primed to continue rapid growth once the housing market returns – with an emphasis on smart growth development. With perpetually gorgeous weather, it is the ideal location for outdoorsy, sun-loving adventurers.

Geographically, the County is located within easy driving distance of several major population centers. It sits just 120 miles north of Miami, 60 miles north of West Palm Beach, and 120 miles southeast of Orlando. Despite this proximity, St. Lucie County maintains the peaceful, relaxed atmosphere of less populous areas. The total population of the County is just

over 281,000, though more than 16 million people live within a 150-mile radius, creating a unique fusion of open space and urbanization.

St. Lucie County covers 688 square miles (572 of land and 116 of water which includes the environmentally sensitive Indian River Lagoon) with an average population of approximately 500 people per square mile. Needless to say, it has plenty of room to grow. It has its own general aviation airport, St. Lucie County International, and is within easy reach of the commercial airports at Orlando, West Palm Beach, Fort Lauderdale and Melbourne. Vacationers appreciate the fact that they can easily disembark with most major cruise lines at Fort Lauderdale, Miami and Port Canaveral. Furthermore, the County was the original home of the Navy SEALs and the National Navy UDT-SEAL museum is in the unincorporated county just north of Fort Pierce, the County's second-largest city.

The St. Lucie County area has a great deal to offer in terms of sporting attractions. The home courts for the Miami Heat and Orlando Magic are each a short 2-hour drive away. For

the football fans, the Dolphins, Buccaneers, and Jaguars all play nearby. The Arena League's Orlando Predators are also within short driving distance of the County. Baseball enthusiasts enjoy proximity to the Tampa Bay Rays, the Miami Marlins, and the New York Mets single A team, the St. Lucie Mets. The Mets also have their spring training facility in Port St. Lucie at the County-owned facility, Tradition field.

The County is home to a wide variety of cultural events such as the weekly Fort Pierce Jazz & Blues Craft Market as well as performances by the Atlantic Classical Orchestra and the Preston Contemporary Dance Theatre. The Sunrise Theater in Fort Pierce hosts numerous popular entertainers. Countless other concerts, festivals, and events are frequently held in the nearby metropolises.

For those who enjoy the outdoors, the ocean and lagoon offer numerous opportunities for fishing, boating, jet skis, kayaking and so on. The western county offers hunting. For the amateur athlete, young or old, the County and its cities offer a wide variety of programs. In addition to the County's many golf courses, the PGA Village is located in St. Lucie West and features the one-of-kind PGA Learning Center and History Museum in addition to public courses.

St. Lucie County is home to a friendly, welcoming community where residents know their neighbors and care for one another. The County is relatively safe and boasts over 450 physicians and three hospitals. There are many housing options available, with properties ranging from the affordable to the luxurious.

Students can get a very good education in St. Lucie County. It offers a variety of public, charter, and private schools to meet any family's needs. Student-to-teacher ratios are relatively low – around 19:1 for both elementary and secondary public schools. There are approximately 30 primary schools (serving K-8), six high schools, and a number of career academies. Further, Indian River State College, a four year institution, is headquartered in Fort Pierce and offers Associates Degrees as well as nine bachelor's degree programs in the areas of teacher education, nursing, organizational management, public safety administration and healthcare management. Florida Atlantic University's Harbor Branch Oceanographic Institute is also located in Fort Pierce.

History

Originally founded by Spanish colonists, the Treasure Coast got its name when the fabled 1715 Treasure Fleet was destroyed by a hurricane in nearby waters. Originally part of Brevard County, the area known today as St. Lucie County expanded throughout the late 1800s until its official designation in 1905. The County experienced an enormous influx of residents at the conclusion of World War II, especially by former naval officers who had trained in the area.

Between the 1960s and 1990s, it became clear that St. Lucie County was ripe for development. General Development Corporation purchased and began to develop tens of thousands of acres, eventually laying the foundation for the future city of Port St. Lucie. St. Lucie West followed suit, as did Tradition, an expansive master-planned community patterned after urban life in middle 20th Century America. Tradition has garnered numerous awards and recognition for its multi-use features.

Like many others, St. Lucie County was adversely affected by the recent economic recession. Housing and other building projects stagnated for



Table I: Climate Data for St. Lucie County, FL

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	74	75	79	82	86	90	92	91	90	86	86	76	83
Average Low °F	51	52	56	61	67	71	72	72	72	67	60	54	63
Precipitation Inches	2.7	2.9	3.3	2.8	4.4	5.8	5.8	6.4	7.8	5.8	3.5	2.3	53.5

Source: National Oceanic and Atmospheric Administration

several years. However, the local economy is currently on the upturn, thanks in part to several state-of-the-art research facilities coming to the County. These facilities include the Torrey Pines Institute for Molecular Studies, the Vaccine & Gene Therapy Institute of Florida (VGTI), and Impact Fusion International (IFUS). Tradition Medical Center, a 90-bed state-of-the-art acute care hospital and part of the Martin Health System, opened in December 2013.

Geography

St. Lucie County covers a total of 688 square miles and is on average 20 feet above sea level. Most of the County is flat and separated from the open ocean by sandbars and barrier islands. These natural formations make the Treasure Coast a gallery of lagoons, rivers, and bays.

Climate

St. Lucie County is generally classified as a warm, humid, subtropical climate, with hot summers and mild winters. Only on rare occasions does the temperature surpass 100 degrees Fahrenheit or drop below freezing. Average yearly precipitation ranges between 50-55 inches. The area experiences Category I-III hurricanes from time to time (most recently in 2004 and 2005). Unlike points further south in Florida, more severe storms have not been documented in the area since 1899. The County owns and operates a state-of-the-art 27,250 Emergency Operations Center (Douglas M. Anderson) and a state-of-the-art Special Needs Facility. When it's not in use as a Special Needs Shelter, the facility serves as a venue for a variety of events. Refer to Table I for more details.

Commerce

While St. Lucie County has a strong level of economic development in some areas, it offers a wealth of untapped potential. It has a small port and airport, much of the surrounding acreage at the latter is undeveloped. The County has excellent access to rail, I-95 and the Florida Turnpike. Between these assets and the sizeable

neighboring populations, the potential for private and commercial expansion is high. A list of the County's current top 10 employers is included in Table II.

Table II: Principal Employers

Employer	# of Employees
St. Lucie County School District	4,478
Lawnwood Regional Medical Center	1,350
Publix Supermarket (10 stores)	1,327
Florida Power & Light (FPL)	1,000
QVC St. Lucie	994
City of Port St. Lucie	975
Liberty Healthcare Group	920
St. Luce Medical Center	850
Walmart Distribution Center	669
St. Lucie County Commission	654

Source: 2012 CAFR

The County's general aviation airport covers 3,600 acres, most of which is undeveloped. That presents many opportunities for future commercial growth and development. Another opportunity revolves around the aforementioned research enterprises. The County operates Treasure Coast Research Park (covering 1,650 acres) with recently installed infrastructure. It would like to build on that base and continue to develop this research cluster.

Local Government

St. Lucie County has three incorporated cities: Fort Pierce (population 42,600), Port St. Lucie (population 168,700) and St. Lucie Village (population 599). Most of the County's land mass falls in the unincorporated area and is served by the County.

The County is structured along the lines of most county governments. It has a Board of County Commissioners (BOCC) and a number of other popularly elected constitutional offices. These include the Clerk of the Court, Property Appraiser, Sheriff, Supervisor of Elections and the Tax Collector. The School Board is an entirely separate entity and is not connected with or reliant upon the County government in any significant way. The Fire District is also independent.

The County Administrator works for the BOCC, which is composed of five Commissioners elected at large from individual districts, each serving staggered four-year terms. Commissioners are not term-limited, and elections occur in November of even-numbered years. The Commission has historically been very stable. One Commissioner is in her fifth term, another is in her third term, still another is in his second term, and the remaining two are in their first terms. Two seats will be up for election this November. The Commissioners work well together and always have the best interests of the County in mind.

Financially, there is much work yet to be done in St. Lucie County. While the County has made significant cuts over the past few years, it is currently using reserves to balance the budget. This situation is unsustainable over the long term and additional reductions will need to be made. Overall the total budget is approximately \$500 million, with the General Fund and Forfeiture Fund operating budget at nearly \$133 million (which is down from \$173 million in FY 2010).

The County has slightly over 1,500 employees in total and approximately 583 FTEs under the direct oversight of the Board of County Commissioners. The largest number fall in: Parks, Recreation and Facilities (186), Public Safety and Communications (911, marine safety, animal control, and information technology – 118), Public Works (road & bridge, engineering, water quality – 80) and Community Services (housing, library, veterans, transit – 72).

It should be noted that the County has won numerous awards, a list of which can be found at: http://www.stlucieco.gov/BOCC/bocc_awards.htm



The Challenges

Financial management is St. Lucie County's first and most significant challenge. The County was impacted significantly by the recession. Property values tumbled, and foreclosures were common. The County lost significant revenue and therefore needs to generate income and/or make further reductions. Given that the County has already made significant cutbacks, the road ahead will not be easy. St. Lucie County needs its new Administrator to face this task head on.

The second challenge is closely tied to the first. The County Commission would like to take advantage of its significant economic potential and grow the County's revenue base. It feels that given the resources available, considerable opportunity for growth exists and needs to be tapped to bring jobs to its citizens and revenue to the government.

The third challenge will be navigating the complex array of inter-governmental relationships. At times the relationships with the Sheriff, the



Fire District, the City of Fort Pierce, and the City of Port St. Lucie have been strained. Past lawsuits have been damaging to the intergovernmental rapport within the County. The next Administrator will need to step in and build collaborative, helpful relationships.

While there are challenges, there are several engaging initiatives for the next Administrator to shepherd. The County will soon begin a four-lane expansion of its Midway Road highway, a major east-west evacuation route. At its one-of-a-kind landfill bailing and recycling facility, the County is constructing a state-of-the-art single stream recycling facility and is pursuing converting its landfill into a cutting edge waste-to-energy facility. The County will soon begin the construction of additional baseball fields at its Lawnwood Athletic Complex to accommodate an expansion of "Vinnyball" Division II college baseball tournaments which include teams from across the country. On the personnel side, the next Administrator will have several leadership and management hires to make over the next several years as a number of key positions will be vacated due to the State's DROP requirements.

Finally, the Commission wants to move towards a more proactive form of government. The next County Administrator will need to partner with the Commission to build a vision for the future and then make that vision a reality.

The Ideal Candidate

The County Commission is seeking an involved, enthusiastic, and proactive leader. It wants the Administrator to be out in the community, constantly taking its pulse. The ideal candidate will be customer service oriented and ensure the staff is highly responsive and flexible. He or she will be a friendly, gregarious people person, someone who communicates well with everyone and who can translate complex concepts into language the layperson can understand.

The Commission appreciates being kept abreast of local happenings and values regular informal and formal interaction with its Administrator. There should not be any surprises, and information should be consistent. The individual should plan to be an advisor as well as a partner with the Commission.

The goal will be to solve problems and elevate the County to the next level.

The next Administrator will be approachable with an open door policy and enjoy mentoring – he/she will want to help the staff to become the best they can be. At the same time, he or she will set high standards and hold the staff accountable for meeting the Commission's goals. The individual will be knowledgeable of what is happening within the organization and ready to roll up their sleeves and pitch in if that is what it takes to keep a project on track.

Creativity and innovation will be important to the ideal candidate, and he or she will encourage it throughout the organization. Given the County's financial situation, "business as usual" will not be acceptable. The culture should be one wherein everyone is constantly looking for new ways to accomplish their jobs more efficiently and effectively.

The Administrator will need to have a strong background in finance and economic development and be a doer rather than a talker. He or she will need to know how to close deals, not just bring people to the table. Strong negotiating skills are a must. The individual will be collaborative and always on the lookout for win-wins. The ideal candidate will also understand how to work with difficult people and in tense situations. A thick skin and a sense of humor will be important, as dealing with the public and outside influences is not always pleasant and can be stressful.

Above all else, the Administrator will have a track record that demonstrates a high degree of competence and exhibits a high degree of integrity and honesty. He or she will also value transparency. The individual will have had high-level, relevant management and leadership experience in progressively responsible positions in the local government framework. As such, the ideal candidate will have demonstrated achievement and excellence with at least five years' experience as a local government manager, deputy manager, or assistant manager. He or she is expected to have at least a Bachelor's Degree in business administration, public administration or a related field. Individuals with other particularly strong credentials will be considered. Experience in Florida is a plus.

Residency

The County Administrator is required to live within County boundaries.

The Past County Administrator

The current Administrator served as Assistant County Administrator for five years and will be leaving after another five and a half as County Administrator. Since 1959 (that is, over the last 55 years), the County has had a total of seven administrators.

Compensation

The starting salary will be between \$145,000 and \$180,000. Benefits are excellent.

Confidentiality

Under Florida law, all applications are a public record once submitted.

How To Apply

E-mail your resume to Recruit27@cb-asso.com by February 28, 2014. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537 or Sean Baenziger at (561) 351-9350.

Schedule

Candidates will be screened between March 1st and April 8th. Interviews will likely occur on April 17th and 18th with a selection made shortly thereafter.

Other Important Information

St. Lucie County is an Equal Opportunity Employer and strongly encourages minorities and women to apply. It is also a drug-free workplace. A Veteran's Preference will be awarded if applicable under Florida law.

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING