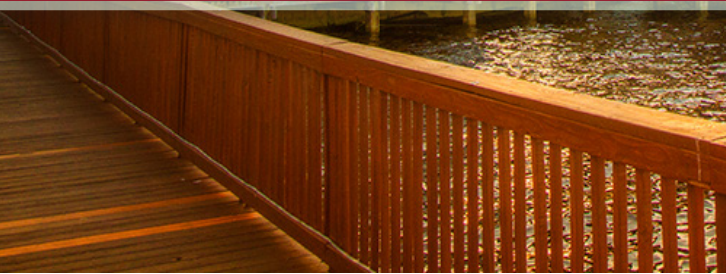




Welcome to the City of Stuart, Florida

City Manager Position Available—Apply by July 12, 2017



Named “America’s Happiest Seaside Town” by Coastal Living Magazine in 2016, Stuart, Florida is a hidden gem along Florida’s appropriately named Treasure Coast. The magazine called it an “Old Florida-style treasure,” and the citizens couldn’t agree more, as Stuart’s welcoming, quaint atmosphere and charm are widely known characteristics of the “Sailfish Capital of the World.”

Stuart’s natural beauty is hard to surpass; the town’s waters are home to sea turtles, dolphins, and, most famously, the sailfish. Whether boating, fishing, snorkeling, scuba diving, or walking the beaches, residents and visitors alike delight in the incredible coastline. The Huffington Post named Stuart as one of the “Top Ten Beach Towns in Florida” in 2014, and the

Smithsonian Magazine as one of the “Best Small Towns to Visit” in 2015. An easy way to fully appreciate this scenery is to visit the Florida Oceanographic Society, which offers nature trails, a fish lagoon, touch tanks, and sting ray and sea turtle feeding programs. Its facility educates and researches, providing residents with ample entertainment and knowledge. Other tropical parks include the Memorial Park, the waterfront Flagler Park, and Kiwanis Park.

The Riverwalk boardwalk that runs along St. Lucie River is another popular spot for all to enjoy, as its floating public dock and fishing area offers scenery, fish and a pleasant stroll. Parks and restaurants—especially seafood—lie along the riverfront, and the Riverwalk Stage hosts many local events including free outdoor concerts. The Riverwalk gives access to the Sunday Green Market and the Historic Downtown area, including the Heritage Museum.

The town itself is something to be proud of—Stuart earned the title “America’s Most Beautiful City” in 2008 from the national America in Bloom competition and is frequently cited among other lists of attractive small towns. These awards often comment on the pristine, landscaped streets and the open skylines, as well as the attractive neighborhoods, condominiums, and the historic downtown. Zillow lists Stuart’s median home value at \$211,300, though the housing market is diverse, and beautiful homes can be purchased anywhere from \$200,00 to \$900,000. The same homes 20 miles south in Palm Beach County would cost two to three times as much.



Excellent education is readily available and highly valued in Stuart. The public high schools have not only attained the fifth highest graduation rate in the state, they are all ranked among Newsweek Magazine's list of "America's Best High Schools." Both public schools and private schools serve the city, and the SAT and ACT scores are consistently higher than state and national averages. Nearby universities include Keiser University, Palm Beach State College, and Florida Atlantic University.

The City cares deeply for the community and is constantly bettering it. Crime is low. The police department is highly engaged with the community and has been accredited by the Florida Commission on Law Enforcement since 2005. It has also received the Webber Seavey award for quality law enforcement. The City's Water Utility is recognized annually at the Florida Rural Water Association's Annual Conference as having the best-tasting water in the state.

For those who want to roam, the City offers easy access to travel and top of the line entertainment venues. Interstate 95 and the Florida Turnpike are nearby and it is an hour to West Palm Beach. Fort Lauderdale, Miami and its beaches and Orlando and its theme parks are all about two hours away. Those who like to cruise could not find a better location! The world's three busiest cruise ports (the Port of Miami, Port Everglades and Port Canaveral) by passenger volume are all within a two hours' drive. For those who prefer to fly, Palm Beach International Airport is under an hour away to the south and Miami International, Fort Lauderdale International and Orlando International—not to mention Sanford-Orlando International with low cost carrier, Allegiant Air, as well as several low cost European carriers—are also about two hours away. Stuart's Witham Field is a general aviation airport.

Best of all, Stuart is still a small town. Everyone knows and helps their neighbors. Volunteerism is high. Residents celebrate life with festivals, at the green markets or just at a backyard barbeque with friends. In short, Stuart offers

access to all the accoutrements of a large city but without the congestion and crime. All in all, the entire coast of Florida is a treasure, and Stuart's location is in the heart of it!

HISTORY

Stuart's history began in the 18th century when several Spanish galleons were shipwrecked on Florida's nearby coast by a hurricane. The ships were carrying gold and silver, and as the treasure was later discovered, the region's charming Treasure Coast name was born. Stuart was first settled in 1870, and a United States Lifesaving Station was established nearby, now on the National Register of Historic Places.

What would become the City was initially known as Potsdam, but in 1895 renamed Stuart after the establishment of the Florida East Coast Railway, in honor of Homer Hine Stuart, Jr., a local landowner.

When Stuart was incorporated as a town in 1914, it was part of Palm Beach County. In 1925, Stuart was chartered as a city and named the county seat of the newly created Martin County. As time passed and the City grew, Stuart was discovered by more and more people who want to enjoy this coastal gem.

DEMOGRAPHICS

See Table 1 on page 4 for Stuart Demographics.

CLIMATE

Stuart's climate features hot, humid summers, with frequent rainfall, and warm, dry winters. High temperatures are typically in the upper 80s to low 90s—the coastal location keeps the temperatures from rising too high while increasing the humidity. The winter months are milder, with highs around 73°F to 77°F. Temperatures can fall to

the 50s but rarely fall below 40°F. Most winters are frost-free and have far less humidity.

GEOGRAPHY

Stuart runs along the St. Lucie River in Martin County Treasure Coast. See Figure 1. The City covers a total area of 8.5 square miles, of which 6.3 is land. Stuart is approximately 9 feet above sea level and the terrain is very flat. As previously noted, the City is approximately 2 hours from Miami and Orlando.

COMMERCE

Stuart is an old city coming into a new city, as its local economy has boomed since the construction of a new bridge over the St. Lucie River, the addition of new buildings, and the restoration of roadways. Businesses, such as fishing and boating charters, sailing, cruises, scuba diving and snorkeling, and nature tours, cater to tourists. As with much of Florida, the area is home to many retirees. As a result, medicine plays a large role in Stuart’s economy. See Table 2 on Page 5 for more info on Stuart's principal employers.

THE GOVERNMENT

The City Commission is currently comprised of five members, who serve staggered, two-year terms. Commissioners file for a seat and are elected at large. They do not need to reside in a specific geographic area. Four of the five members have served at least three terms and the longest tenured member was first elected in 1984. The Commission appoints the Mayor and Vice Mayor from among the members of the body.

Historically, City Commissions have gotten along reasonably well and worked together for the benefit of the community. The Commission could experience some turnover in the next election as some of its members are

Table 1: Stuart Demographics

2015 Estimated Population: 16,037			
Distribution by Race		Distribution by Age	
Caucasian	80.5%	0 to 15	15.1%
African American	12.7%	15 to 25	39.6%
Asian	1.7%	25 to 45	24.2%
Native American	0.1%	45 to 65	14.3%
Two or More Races	5.0%	65 to 85	5.8%
Total	100%	Over 85	1.0%

Other Statistics		Median Age	
Hispanic (all races)	13.2%	Stuart	45.7
Poverty Rate	19.2%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	91.6%
Bachelor’s Degree or Higher	25.1%

Source: U.S. Census Bureau

contemplating retirement, running for another office or will face challengers.

The City Commission also appoints City Manager, and City Attorney, as well as the various Boards and Committees. The City Manager is responsible for the day to day operations of the City and implementing the Commission’s vision.

Stuart is a full-service city providing the following services to residents: Development, Fire/Rescue, Parks and Recreation, Police, Public Works (including in-house sanitation), and Utilities (Water and Sewer). The City’s total expenditure budget for FY2017 is \$45.1 million. The principal components are: the general fund at \$24.1 million, the water and sewer enterprise at \$11.3 million, and sanitation of \$4.0 million. The City is strong financially and reserves are all at their recommended

Table 2: Principal Employers, Stuart, FL

Employer	Industry	Employees
Martin Memorial Health Systems	Healthcare	3,433
Martin County School District	Education	2,589
Martin County	Government	1,653
State of Florida	Government	543
Triumph Group–Vought Aircraft Division	Manufacturing	400
Paradigm Precision	Manufacturing	370
Liberator Medical Supply	Healthcare	368
Seacoast National Bank	Financial	340
Florida Power and Light	Utilities	321
City of Stuart	Government	255

Source: City of Stuart, FL 2016 CAFR *Note: The numbers above represent the total organizational employment - not just those working in Stuart.*

levels. With 282 employees (240 full time, 37 part time and five commissioners), the City has two unions and three bargaining units. The IAFF Local 2411, represents Firefighter EMTs, Firefighter Paramedics, and Lieutenants (30 unit employees). The PBA, represents Police Officers (Probationary and otherwise), Master Officers, Sergeants, and Master Sergeants (45 unit employees). The City has been well run and a succession plan is in place for virtually everyone except the City Manager.

THE CHALLENGES AND OPPORTUNITIES

Stuart's challenges are very manageable. Although financially strong, resources are tight and must be managed carefully. The City Commission and its appointed officials have been good stewards of the taxpayers' dollars and everyone wants to continue to operate that way. The City Manager will be expected to be constantly seeking ways to make the government more efficient and effective as well as tap into outside funding sources such as grants. Historically funding for capital projects has been limited. The City and County will have a ballot initiative later this year so residents can vote on a one cent sales tax to provide

a steady source of funding for capital improvement projects. The last time it was on the ballot, City precincts supported it, but it failed countywide by only 79 votes. Getting that initiative passed will be a priority. An external threat is the state legislature has recently raised the homestead exemption by another \$25,000, taking it to \$75,000, which will cause the City to lose a significant amount of revenue.

A second challenge is the City needs an alternative water source. Presently, it uses a surficial aquifer approximately 125 feet below ground level. PFOOA and PFOS, as well as traces of prescription drugs have recently been detected in it. The remedy will be to pull raw water from the Florida Aquifer which is 1,200 to 1,300 feet below the surface. The cost will likely exceed \$10 million to drill a new well (or wells) and to install reverse osmosis plant to purify the water.

The third challenge is to work with the County and other localities on joint projects, such as consolidating Fire/Rescue, a joint city-school board office complex, or a joint city-county-school district maintenance facility, as well as possibly other services. Managing that process and other interactions with other government entities will take time, finesse, and energy.

The fourth challenge is parking is limited in the downtown area and local business owners would like it expanded.

Recently, a few negative incidents have occurred that have tarnished the city government's image. The fifth challenge is to overcome the resulting publicity and improve staff morale.

The final issue is to complete the City's effort to install sewer lines throughout the community. The project is of significant size for a city Stuart's size and approximately half done. The project is designed to be self-supporting in that it uses a direct drilled, low pressure grinder system that minimizes street cuts and which has a much lower cost per unit served.

THE IDEAL CANDIDATE

The City Commission is seeking a highly successful and experienced leader and manager. The elected officials want someone to work with them as a partner, a supporter and a trusted advisor—someone who is honest and not afraid to tell them what they need to hear, not what they want to hear. He/she will be highly professional and inspire confidence—comfortable in their own skin while knowing how to balance competing points of view, to find common interests, and to bring people to consensus. The individual will ensure all the officials have the same information at the same time and will focus on counting to five, not three. In other words, everyone will be fully informed and there will be no surprises.

The City expects the next City Manager to have outstanding communications skills—Stuart's population is composed of individuals from all economic strata, but with a higher than average level of intellectual sophistication. It will be important to be comfortable speaking with people of all levels and making people feel their concerns have been heard and attended to. The individual should be equally comfortable conversing with a Fortune 500 executive, as talking to a resident sitting at the kitchen table.



The ideal candidate will have vision, set goals and rely on his/her subordinates to do their jobs competently. The staff is highly qualified, so there is no need for the individual to be a micromanager. Instead, He/she will expect to be kept informed and will hold the staff accountable. He/she will need to encourage creativity and allow the taking of reasonable risks, but also realize not every great idea will be successful. The manager will be a mentor and must encourage staff development. The individual will be approachable, receptive, open, honest and transparent. He/she will recognize that diverse opinions and spirited discussions make programs better. Building teams and promoting teamwork will be important.

Customer service will not be just a catchy phrase but rather, along with integrity, will be a core principle and a way of life. Stuart's residents expect the best. The manager will be someone who leads by example and encourages the staff to find ways to get to "yes." The customer is not always right but always deserves a proper explanation, and fair and reasonable treatment.

The manager will be a critical thinker who is always asking if there is a better way to conduct business and to solve problems. Analytical skills, as well as a knowledge of how to utilize information technology to optimize processes and inform the public, will be very important. Stuart is a fiscally conservative community and the Commission wants to ensure its money is well spent. The individual will have strong skills in management, finance, and redevelopment. Experience with tax increment financing and community redevelopment agencies is highly desirable. A track record of success in intergovernmental relations will be important as the City frequently interacts with the County and other nearby local governments as well as state and federal agencies. Experience in a coastal and/or resort community, disaster management, public/private partnerships and succession planning are all pluses. Florida experience is preferred but not mandatory. The position requires a minimum of a bachelor's degree in business administration,

public administration, public policy or related field, and seven to ten years of increasingly responsible experience as a senior level government or private sector executive. A master's degree is preferred.

The Commission hopes the selected candidate will continue Stuart's long history of successful and long tenured City Managers. This is an incredible opportunity and the position should not be viewed as a way station along the path of someone's career but as the destination.

COMPENSATION

The salary range is \$160,000 to \$220,000 and the actual salary will depend on the selected candidate's qualifications and experience. Benefits are excellent. The City Manager will be part of the Florida Retirement System unless he/she chooses to opt out.

THE MOST RECENT CITY MANAGER

The City has a history of long tenured managers. The current City Manager is retiring after 12 years with the City—six as City Attorney and six as City Manager. He has a Master's degree in Public Administration, and had been a City Manager prior to attending law school.

RESIDENCY

The City Manager is not required to live within the city limits.

HOW TO APPLY

E-mail your resume and cover letter to Recruit45@cb-asso.com by July 12th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Rick Conner at (941) 896-7001.

INTERNAL CANDIDATES

One or more internal candidates may apply but the City Commission is committed to a level playing field.

CONFIDENTIALITY

Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. As a practical matter, we do not expect extensive coverage until after semi-finalists are named on August 9th.

THE PROCESS

Applications will be screened between July 13th and August 9th. Finalists will be selected on August 14th. A reception and interviews will be held on August 24th and 25th with a selection anticipated on August 28th.

OTHER IMPORTANT INFORMATION

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

ADDITIONAL INFORMATION SOURCES

For additional information about the city visit:

<http://www.cityofstuart.us/>

