




Welcome to the City of Winter Haven, FL

City Manager Position Available - Apply by November 18, 2016



Estimated 2015 Population: 37,869



Haven: A refuge, retreat, sanctuary, place of safety. Winter Haven is all that and more. It offers gorgeous scenery, a temperate winter climate, steady growth and increasing amenities, while being a vibrant, safe place with a small town feel. In spite of its population of approximately 38,000, it is a close-knit community - diverse yet a place where neighbors know their neighbors and everyone participates. You will find everything you need or desire in Winter Haven from historic neighborhoods, shopping and recreation to great jobs and opportunities for higher education. When you choose to live, work, and play in Winter Haven, you are blessed with a daily lifestyle you will never forget!

Every day in Winter Haven is the perfect time to enjoy the warm sunshine and the City's amenities. It has wonderful municipal parks and the refreshing waters of 54 fresh-water lakes. Full of wildlife, including alligators, bald eagles, great blue herons, they are world-renowned for bass fishing. Living the lakeside lifestyle means boating, water skiing, wakeboarding, paddle boarding, kayaking, flyboarding, jet skiing or simply watching the vibrant

orange and pink sunsets from the dock. A little to the north lies the Green Swamp with opportunities to hunt wild turkey and other game.

When you are not exploring the area's natural wonders, there are many things to discover in the downtown area. Recently renovated, it has expanded from four to fifteen blocks and it is expected to continue to expand. People go there for the amenities and to attend the more than 150 special events sponsored by the City each year. The City offers live theatre productions, by the award winning 'Theatre Winter Haven', as well as multiple local galleries and other culture opportunities. Many artists are around, often creating a mural wherever open wall space can be found! For musical enjoyment you can gather at the recently opened Gram Parsons Derry Down. It is an authentic Americana historic music venue which offers a place for all ages and types of musicians to gather and share their talents. Live music can also be found regularly, on almost every business corner on Friday evenings in the Central Park Downtown District. In fact, unique festivals attract visitors from all over the southeastern United States.

Winter Haven is an excellent location to raise a family or to retire and enjoy a mild climate all year. The City offers many opportunities for education and learning. The main campus of Polk State College lies in Winter Haven. If you are younger and work hard, you can receive a very good education at the local public schools. Winter Haven High School has the AICE program, and nearby Haines City and Lake Wales High Schools are both well regarded and offer the IB programs. Alternatively, the City has a variety of charter and high quality private schools.

Home prices are affordable – the median home value in Polk County is \$145,800 – and is rising – 8.4% in the past year, and Zillow predicts another almost 6% within the next year. Winter Haven is a safe city with a Police Department that aggressively tackles crime. In 2011, the Department instituted a Crime



Suppression model and in 2014 added the Community Policing philosophy. This strategy has reduced crime over each of the last four years, with the 2015 crime rate being the lowest in 19 years.

Winter Haven has many successful organized sports programs, both recreational and competitive, for youth and adults. Winter Haven High School has won several state and district sports championships, including the Girls Varsity Basketball State Championship in 2016.

The City's economy is diverse and benefits from being centrally located between two major metropolitan areas – Tampa is about 50 miles to the west and Orlando about 50 miles to the northeast. LEGOLAND lies within the city limits while the other major theme parks including Disney World, SeaWorld, Universal Orlando, and Busch Gardens are within an hour's drive.

Winter Haven Municipal Airport a great place to fly and land your private plane. With five surrounding lakes and beautiful flying weather, the airport is the premier location for seaplane activities that draw enthusiasts and visitors from around the world. For over 50 years, Winter Haven has been the single largest location of seaplane pilot training in the country!

Those traveling (without their own plane) can easily reach the Orlando International Airport or Tampa International Airport, both of which are around an hour away by car. For those who like to cruise, the Port of Tampa is the nearest but Port Canaveral is only an hour and a half to the east. Beach lovers will find ample opportunities to visit the Atlantic or Gulf Coast beaches.

Still interested? How could you not be? If you are an outstanding City Manager who is looking for a great opportunity to work and contribute while enjoying a lifestyle of recreation and relaxation surrounded by outdoor beauty and activities, read on, Winter Haven is a happening place and just the place for you!

HISTORY

Winter Haven's modern history began in 1843 when Henry Washington conducted the first survey of the area. In 1883, the first railroad crossed Polk County, passing just north of what was to become the City. It brought real growth the area and the City was plotted in 1884. At the time it was known

as Harris Corners after F.A.K. Harris who opened the first mercantile store in the area. By the end of the century the population had grown to around 400 and Winter Haven was incorporated as a city in 1911.

During the 1920s, the first Florida land boom took place and Winter Haven benefited from the realization that the Florida peninsula was a great place to live and visit. The Great Depression slowed the growth and it was not until after World War II that it recovered. From then on Winter Haven's population has grown steadily and substantially. Many beautiful homes were built in the colonial revival style. Over 50 of these homes are now on the National Register of Historic Places and located in the Interlaken historic neighborhood. The City has three other historic neighborhoods as well; Winter Haven Heights, Pope Avenue, and the downtown area.

During the 1930s and 1940s, citrus magnate, John A. Snively operated one of the largest fruit packing plants in the world in Winter Haven. George Jenkins opened the first Publix market in Winter Haven in 1930 and a second in 1935. In 1940, he opened Florida's first supermarket, the Publix Super Market – a “food palace” of marble and glass, this store introduced new inventions including air conditioning, fluorescent lighting, electric eye doors and terrazzo floors! Since then Publix has become the 32nd largest supermarket chain in the world (per the 2016 Global Powers of Retailing report from Deloitte Touche Tohmatsu and STORES Magazine) although it moved its headquarters to nearby Lakeland in 1951.

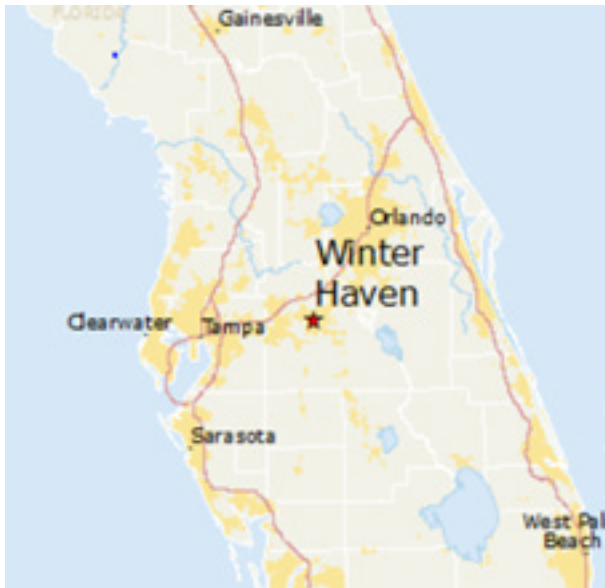
Winter Haven was also home to America's first theme park, Cypress Gardens, which opened in 1936. By the 1950s, it was nationally famous, featuring a beautiful botanical garden, water skiing shows, and a staff of southern belles. The Anheuser-Busch Corporation purchased the park in the 1980s and operated the park until 1995. The park struggled and finally closed in 2009. A year later, however, it became the site of LEGOLAND Florida – a state-of-the-art, world-class theme park. It kept some of the tradition and history of the original site, including part of the original botanical garden and a water ski show.

The City's growth continues to this day as people continue to discover and come to Winter Haven for its scenic beauty, enticing climate, life style and opportunity.

GEOGRAPHY

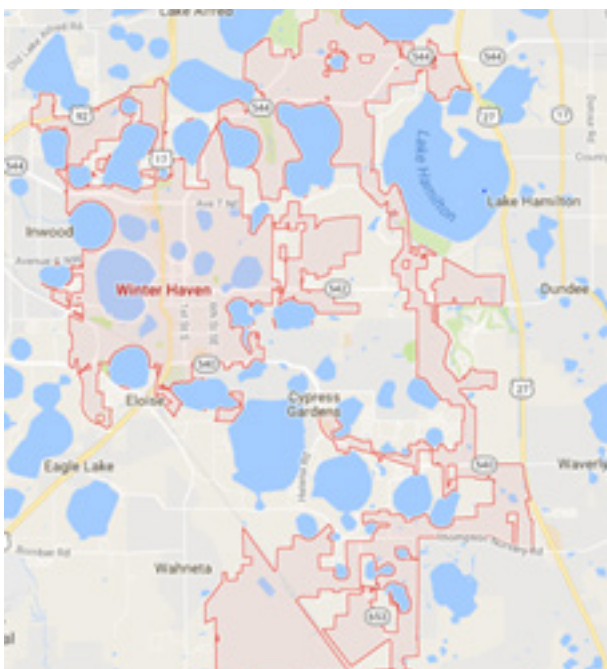
Situated in Central Florida, Winter Haven is a little southwest of I-4 and very close to the geographical center of the state. It is just shy of 50 miles in both directions

Figure 1: Winter Haven's Location



between Tampa (west), and Orlando (northeast), see Figure 1 above. The terrain consists of flatland interspersed with gently rolling hills. The average elevation of the area is 146 feet above sea-level.

Figure 2: Winter Haven's Boundries



The City is located at the headwaters of both the Peace River watershed and the Floridian Aquifer. It includes two chains of lakes and identifies itself as “The Chain of Lakes City”. The northern chain has nine lakes interconnected by a series of canals. The southern chain is larger, with sixteen lakes, and is also interconnected by a series of canals. The southern chain has several large lakes, including Lake Eloise, Lake Howard, and Lake Lulu. In 2011, Winter Haven opened a canal lock system connecting both chains. Most of the lakes were formed when sinkholes (some larger than others) resulted from the underlying limestone dissolving and then becoming filled with water.

The City covers 25.4 square miles, of which 17.7 square miles is land (70%), and 7.7 square miles (30%) is water. It is an oddly shaped place (see Figure 2), in part because of the presence of its many lakes and because of its gradual development (as opposed to many Florida cities whose growth occurred by way of large scale planned developments).

CLIMATE

Winter Haven's climate is humid subtropical and characterized by hot, humid summers, and colder, typically balmy winters.

The average temperature year round is 73.2°F, and the average annual rainfall is 50.3 inches. During the summer months (June through September) temperatures typically rise to the low 90°F range and most of the annual rain falls (an average of 29.7 inches). Winters are dry and sunny, with mild temperatures—highs in the lower 70's and lows that fall in the lower 50's. Frosts occur on one or two nights each year on average.

Hurricanes strike Florida from time to time but are actually relatively rare and their impact, particularly in Central Florida, is relatively limited. Further, if you are more than 50 miles from the hurricane's center, it will probably not materially affect you. It should also be noted that a Category I hurricane produces winds from 75 to 95 miles per hour – not much faster than we routinely drive our cars.

DEMOGRAPHICS

See Table 1 on page 5 for Winter Haven Demographics.

Table 1: Winter Haven Demographics

2015 Estimated Population: 37,869			
Distribution by Race		Distribution by Age	
Caucasian	67.3%	0 to 15	17.1%
African American	28.0%	15 to 25	13.3%
Asian	1.9%	25 to 45	20.9%
Native American	0.2%	45 to 65	25.0%
Two or More Races	2.6%	65 to 85	20.4%
Total	100%	Over 85	3.3%

Other Statistics		Median Age	
Poverty Rate	20.9%	Winter Haven	43.4
Hispanic (all races)	13.5%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	83.3%
Bachelor's Degree or Higher	16.9%

Source: U.S. Census

COMMERCE

Winter Haven has a thriving and diverse business community which, while having a number of larger firms, is based in small enterprises. Industry sectors with the strongest growth include data technology and storage, healthcare, hospitality and logistics, and distribution. Its downtown is active and almost entirely redone. What was recently an eye sore is once again a vibrant venue.

With almost 2,600 employees, Winter Haven Hospital is currently the city's largest employer. In the future, that could change. LEGOLAND Florida, opened in 2011, is highly successful and expanding. It currently has 1,500 employees and in March 2016 announced the park's biggest expansion with a new lakefront resort, a brand new Ninjago World, a new 4D movie and more activities to enjoy at the water park. The Central Florida Intermodal Terminal Facility opened in April 2014 and is in full swing. Covering 1,200 acres, at build-out, it will create 8,000 new jobs and more

than eight million square feet of warehouse space. Other important developments include the high speed internet network Florida Lambda Rail, the Advanced Technology Center at Polk State College and the state's newest STEM-focused public university, Florida Polytechnic University.

The City is working diligently to encourage developers and businesses to join the community. Among the City's many attractive features is proximity to a number of modes of transportation. Rail runs through it and Interstate 4 is not far away. Additionally, the City owns and operates a full service general aviation airport covering 520 acres. Finally, a number of housing / mixed use projects are either being considered or are being built. One notable effort is Harmony. It covers 600 acres and involves 1,500 homes, a boutique hotel and a restaurant.

The Business Accelerator at Polk State College is another unique aspect of the City's commercial vitality. Developed by the Polk County Commission and Central Florida Development Council, it includes the Business Incubator located in downtown Winter Haven. Through the incubator, new companies have access to business resources; a national research university (Florida Polytechnic University) with faculty experts; operational infrastructure, like office space, equipment and technology; technology consultants; and training programs.

THE GOVERNMENT

Winter Haven follows the Commission / Manager form of government. The City Commission is nonpartisan and composed of five members elected to staggered four year terms. Elections are held in November of odd numbered years. Each member of the Commission has one vote. The Mayor and Mayor Pro Tem are selected from among the members at the first meeting of every January. Historically, the Commission has been stable. Of its current members, one was first elected in 2002 (in a special election), and the others in 2009, 2011, 2013 and 2015. The Members may disagree on the issues, but they act in a professional manner. They are all good people and want the best for the City. Recently relationships have been a bit strained and it is taking some time for them to come together as a group. What they need is a manager to help bring them together. The Commission members have a high regard for the city staff.

The Council appoints the City Manager, City Attorney, and Clerk of Council. The City Manager provides administrative leadership and manages the day-to-day functions of the City. Winter Haven provides all the typical city services as well as a few others. Specifically, these services include: Executive Services (Human Resources and related functions), Finance, Fire/EMS, Growth Management (including building, engineering, planning and the municipal airport), Parks and Recreation (including the typical programs as well as the library, the cemetery and the Willowbrook Municipal Golf Course), Police (including code enforcement), Public Works (fleet, lake maintenance, solid waste, streets, and stormwater), Technology, and Utilities (water and wastewater – which also serves customers beyond the city limits). The City has 486 employees including the Commissioners and seasonal staff. The largest concentrations of employees are in Police (23%), Parks and Recreation (19%), Utilities (18%), Fire/Rescue (15%), and Public Works (11%).

The City's General Fund budget for FY 2016-17 is \$40.1 million and its total budget is \$111.6 million. The property tax rate is 5.5459 per thousand dollars which has been constant since FY 2008.

The City has two unions: the Federation of Public Employees (representing of operational service employees) and the Winter Haven Professional Firefighters IAFF Local Number 4967 (representing non-managerial sworn firefighters).

THE CHALLENGES & OPPORTUNITIES

Winter Haven is a wonderful city but not without challenges. The City's pension is underfunded but a plan is underway to remedy the situation and hopefully will be finalized prior to the new manager's arrival. Another challenge will be managing approximately \$20 million in capital projects including a variety of upgrades and improvements to city parks and then completing the downtown area renovation with the 7th Street Project. Third, economic development will be key. For the City to fund



everything the residents want will require enlarging the tax base. Fourth, the City wants to develop a strategic plan and set some goals. Fifth, building bridges to all elements of the community will be important. Finally, many of the City's key managers are nearing retirement and are in the DROP program. While not an immediate problem, in the long term the City needs to plan for smooth transitions as these individuals leave.

THE IDEAL CANDIDATE

The elected officials are seeking a high energy, achievement-oriented leader and manager. The City has momentum and wants someone who will maintain the forward movement. This is definitely not a retirement job. The individual will be a consensus and team builder. He/she will know how to balance competing points of view, find common interests and bring people together. The next manager will assist the elected officials in becoming a cohesive team and leading Winter Haven to a better tomorrow. The City Commissioners want a manager who knows his/her role and who will work with them as a partner, a supporter and a trusted advisor. The individual will ensure all the elected officials have the same information at the same time and that there will be no surprises.

While being a strategic thinker and being able to see the big picture is extremely important, the ideal candidate will be someone who pays attention to detail and to the day-to-day operations. The individual will be organized and have vision, set goals and rely on his/her subordinates to do their jobs. At the same time, he/she will be on top of projects and issues and will expect to be kept informed. The individual will not be a micromanager but knowledgeable and someone who will hold the staff accountable. The manager will be a mentor and encourage staff development and decision making. As such, he/she will be approachable, receptive, open, honest with high integrity and transparent. A sense of humor will be appreciated when the times become difficult.

Outstanding communication skills will be extremely important. The departure of the last City Manager frayed relations in the community and it will be important that the next Manager is comfortable being in the community. He/she will be involved, seen and heard but will also recognize the importance of listening to others. The ideal candidate will be someone who understands the importance of face-to-face and verbal communication. Texting and social media have their place and should be utilized but not as the Manager's preferred / primary means of communication.

Providing excellent customer service will be the expectation of the next manager and the individual will realize the importance of leading by example. He/she will encourage the staff to find ways to solve resident problems and to get to yes. When a customer request cannot be satisfied, the Manager will expect the staff to provide the resident with a good explanation.

The Manager will be a critical thinker. He/she will always be asking if there is a better way to conduct business and 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.

The individual will be decisive. From time to time, difficult decisions need to be made and the next Manager will not dilly dally in making them.

The individual will have demonstrated skills and experience in management, finance, economic development and labor relations. The position requires a master's degree in business administration, public administration, public policy or a related field and at least ten years of increasingly responsible experience as a senior level government official, preferably as a City or County Manager.

The Council plans to make a commitment to the candidate and hopes the selected individual will make a long term commitment to the City. This position should not be viewed as a stepping stone but as a gem in its own right.

COMPENSATION

The City wants to hire the very best manager possible and is prepared to pay between \$120,000 and \$170,000 annually.

THE MOST RECENT CITY MANAGER

Historically the City Manager's position has been very stable and the City's elected officials want to return to that model. The majority of the Commission simply did not feel the most recent City Manager was the best person to take the City to the next level.

RESIDENCY

The City Manager is required to live in the City and the selected candidate will need to become a resident within a reasonable period of time.

CONFIDENTIALITY

In Florida, once a candidate has forwarded a resume, the application is a public record and subject to disclosure. As a practical matter, the media typically does not publish names until the semi-finalists are selected. That said, candidates should plan on their name being published early in the process as it could happen.

HOW TO APPLY

E-mail your resume to Recruit45@cb-asso.com by November 18th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025.

THE PROCESS

Applications will be screened between November 19th and December 14th. Finalists will be selected on December 19th. A reception and interviews will be held on January 5th and 6th with a decision shortly thereafter.

OTHER IMPORTANT INFORMATION

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

ADDITIONAL INFORMATION

For additional information about the City of Winter Haven, visit:

<http://www.mywinterhaven.com/index.htm>

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

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EXECUTIVE RECRUITING

